

# Sales Management

MAY 5, 1961

50¢

THE MAGAZINE OF MARKETING



## DO YOU DARE RAISE PRICES?

TO

# ***Make Clear***

## **INSTRUCTIONS AND OBJECTIVES**

MOTION PICTURES  
PAGEANTS  
STAGE PRESENTATIONS  
PORTABLE STAGETTES  
MEETING EQUIPMENT  
PROJECTION SERVICE  
FILM PRODUCTIONS IN COLOR  
FIELD SURVEYS  
CLOSED CIRCUIT TV PROGRAMS  
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SPEECH COACHING  
MEETING PACKAGES  
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SCREEN ADVERTISING  
ANIMATED CARTOONS  
TRAINING MANUALS  
SLIDEFILMS  
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TRANSPARENCIES  
SLIDES  
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TURNOVER CHARTS  
MEETING GUIDES  
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DISC RECORDINGS  
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POSTER CHARTS  
TRAINING DEVICES  
QUIZ MATERIALS

**ASK THE HELP OF  
THE JAM HANDY ORGANIZATION**

NEW YORK

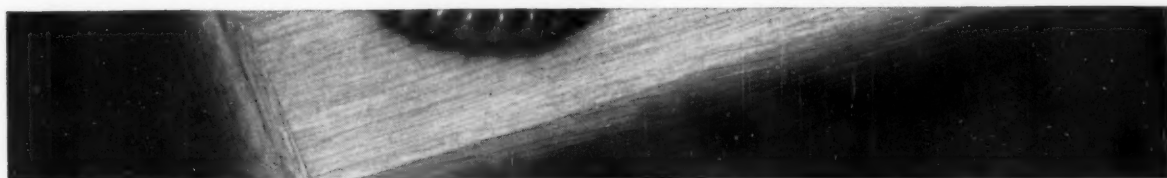
CHICAGO

DETROIT

HOLLYWOOD



ON YOUR DESK... two telephones can't live  
as cheaply as this one



Why burden yourself with the capital investment and maintenance headaches involved in owning and operating your own system for interoffice and in-plant communications? *One integrated Bell telephone system is all you need to handle both inside and outside calls.*

Intercom and interoffice telephone facilities can be incorporated in your regular Bell installation. This one system is more flexible and more practical than two separate installations. Through one instrument, you can communicate across the hall or across

the country. You can set up telephone conferences with key people, internally *and* externally. You can keep outside lines free to take incoming calls. The system is tailored to your exact needs, and can be changed as your needs change—with no capital investment on your part.

Let a Bell System Communications Consultant take a look at your present installation. His advice may *save* you money or *make* you money, or both. Just call your Bell Telephone Business Office for this free consulting service. No obligation.

**BELL TELEPHONE SYSTEM**

*The one source for all business communications*



Sales Management May 5, 1961 1

Photo by Arnold Newman.



The pro's pro takes special pride in a job well done in businesspapers—because this is where advertising faces its toughest test. In businesspapers, you're talking to people who know the score. They rate you, your company and your products on how well you speak their language. From hard-won experience, you know that you put your top talent against advertising... in businesspapers.

## Advertising in businesspapers means business

... because, in businesspapers, you can do a dominant selling job, strong enough to create real customer excitement, for comparatively little money. A good businesspaper program is within reach of just about every advertiser.



Now—over 3,160,000 businessmen invest more than \$17 million a year for the purpose of reading ABP papers.

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# Sales Management

## THE MAGAZINE OF MARKETING

May 5, 1961

CONTENTS

Vol. 86, No. 9

### Forecasts

Marketing Outlook for June 97

### Markets

Smaller Cities Lead in Population  
and Sales Gains 53

### Packaging

U.S. Packaging Design Is Going Abroad—Slowly 40

### Personal

How to Double Your Reading Speed 73

### Pricing

Do You Dare Raise Prices? 35

### Product Planning

Product Planners Focus on Timing 17

### Sales Control

For Effective Sales Control—Organized Hopscotch  
(James Manufacturing) 60

### Sales Manpower

How to Develop Better Field Sales Managers 45

Time to Stop Making Salesmen the  
Whipping Boys 85

What Makes a 'Best' Salesman? 67

### Sales Promotion

The Tag That Cheers Salada's Sales 12

### Sales Training

Why Not 'Tape' Your Catalog? 79

### Tearing Tearsheets Made Easy

You've probably gotten so used to seeing the pages of **Sales Management** lying flat, as you read, with no bulking at the binding edge, that you don't think of this as any different from any other magazine. 'Tain't so.

**Sales Management** uses a binding process called slotted binding. There are no staples to buckle the center of magazine as you open it. Yet, these small slots at the glue edge of pages permit easy removal of neat, complete pages. Here's all you do. Lay the magazine flat on your desk. Place one hand flat against the page facing the page you wish to tear out. Keep this hand close to the inner edge of the center fold and the top of the page. Then lift the page you wish to remove and tear carefully with a firm and steady tug. Experiment—it's easy.



## HIGHLIGHTS

### OFFICIAL CLIMATE—HOT FOR PRICE RAISERS

A look at the Washington scene shows a formidable assemblage of powers lining up to "protect the consumer" from excessive prices. It's the time to think twice about any increases that can't be strongly defended. **Page 35**

### UNEXPECTED DEFENSE

Why should the vice president of a prominent ad agency feel compelled to "take up the cudgels" for salesmen? . . . Because he's sick and tired of seeing them blamed for "all our economic ills." In rebuttal to a recent SM article, here's what's right with salesmen, 1961. **Page 85**

### SALESMEN-TURNED-BUSINESSMEN

The field sales manager—management's link with sales in action—needs the best of both elements to synchronize the marketing operation. He must be a triple-threat in business management, communication and manpower development, if top-brass planning is to be translated into dollar-making activity. **Page 45**

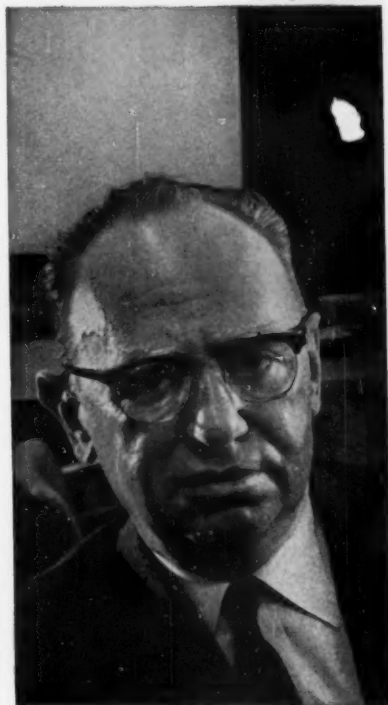
### PACKAGING TO FIT THE ACCENT

The local focus is the key to successful package design for overseas markets. As important as the language differences are considerations of local mores, unexpected aesthetic prejudices—even the social structure of the individual country. **Page 40**

## DEPARTMENTS AND SERVICES

Advertisers' Index	105	Marketing Newsletter	55
Business Activity Forecast	98	Marketing on the Move	20
Executive Shifts	104	Scratch Pad	106
From the Editor's Side Pocket	7	Significant Trends	17
Human Side	12	They're in the News	32
Letters	29	Worth Writing for	95

Photo by Arnold Newman



A man who knows his way around in advertising knows that businesspapers take special talent, special pains—and pay off in special rewards, special satisfaction. For here you're talking to fellow pros—men as impatient with the trite and dull and commonplace as you are yourself. Selling businessmen always calls for your best . . . in businesspapers.

## Advertising in businesspapers means business

. . . because businesspapers are the most direct, penetrating and economical way to cultivate specialized markets. Remember, all good selling is specialized and nothing specializes like the business press.



Good business advertising works best in a good businesspaper—a bought-and-paid-for ABP paper.

ASSOCIATED BUSINESS PUBLICATIONS • 205 E. 42nd St., N.Y. 17, N.Y.  
201 N. Wells St., Chicago 6, Ill. • 333 Wyatt Building, Washington 5, D. C.



**THE  
14<sup>th</sup>  
MARKET  
IS  
"TWINS"**

**and only  
ONE  
newspaper  
covers the  
St. Paul "Half"**

\*Ramsey, Dakota and Washington Counties

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DISPATCH  
A RIDDER PUBLICATION  
PIONEER PRESS**

Representatives  
**RIDDER-JOHNS, INC.**  
New York - Chicago - Detroit  
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National  
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Magazine  
Publishers  
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Copyright, Sales Management, Inc., 1961



## PORTRAIT OF A BUYER PROTECTING HIS PROPERTY

Surely it is understandable that a timorous buyer wants to protect his sources. And it proves that he knows his business—because there's nothing so important to an industrial buyer as product information. In other words, sources.

Prime source for sources is Thomas Publishing Company. Every year Thomas compiles the most complete directory of product information in the world—Thomas Register. TR is a weighty tome—about 48 lbs. of buying aid that lists 75,000 different product classifications on 10,000 pages, with 13,000 advertisers.

Equally weighty, but not in pounds, is Thomas' monthly product information newspaper for buyers, Industrial Equipment News. In IEN, buyers find details, drawings, cutaways, the whole product story told tersely. Over 81,000 buyers use IEN.

No industrial sales program is complete until product information is by the buyer's hand. To reach the buyer, advertise in IEN and TR. Published by Thomas product information headquarters for the men who buy.

# THOMAS

PUBLISHING COMPANY

Product Information Headquarters

461 EIGHTH AVENUE, NEW YORK 1, N. Y.

Phone: OXford 5-0500

Sales Management May 5, 1961 5

## Women Are Wonderful.

Ann Colone's a Woman.

*Ann Colone's Wonderful.*

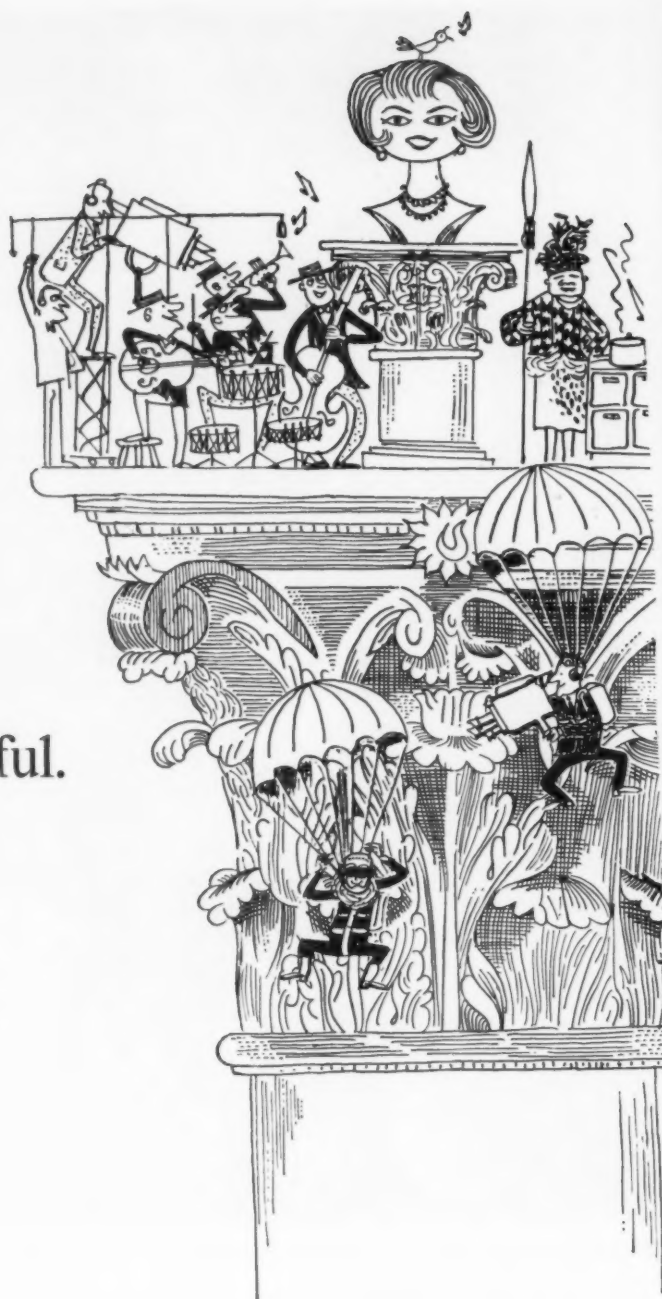
If there's a misogynist in the house, our authority for the major premise, *Women Are Wonderful*, is *TV Radio Mirror*, which made the comment while giving WANE-TV's Ann Colone its gold medal award for "Best TV Women's Interest Show—Midwest States."

The minor premise (minor only in formal logic terms) is axiomatic. Ann's a most attractive, vivacious, witty and entertaining lady.

The conclusion, shared by viewers, visitors and vendors alike, is inescapable. She's wonderful in providing everything from exercise gymnastics to festive cooking hints, from parakeet keepers to parachute jumpers, from the Dukes of Dixieland (in person) to the Chief of the Congolese Lunda tribe (in person). And there's always time to discuss and help community activities.

The Ann Colone Show is one-o'clock watching five days a week for large numbers of the ladies of Fort Wayne and vicinity, reaching about 60% and 100% more homes, respectively, than competing network programs; adult ladies comprise 74% of its audience.

All Corinthian stations create programs which, like the Ann Colone Show, meet local and regional tastes. This encourages local talent, builds viewer respect and helps make friendly prospects for advertisers.



*Responsibility in Broadcasting*

**THE CORINTHIAN**





-  **KOTV**  
TULSA
-  **KHOU-TV**  
HOUSTON
-  **KXTV**  
SACRAMENTO
-  **WANE-TV**  
FORT WAYNE
-  **WISH-TV**  
INDIANAPOLIS
- WANE-AM**  
FORT WAYNE
- WISH-AM**  
INDIANAPOLIS

Represented by H-R

## **STATIONS**

### Why Selling Is in Ill-Repute

The other day after a meeting of the directors of the Sales Executives Club of New York, where some distressing facts and figures were shown about the attitudes of college and high school students toward selling as a career (low in earnings, low in service to the community, low in social status, in fact low in almost every measurement), I returned to the office and found a letter from the wife of a district manager of a large corporation.

Her story: her husband, age 58, had been a salesman and branch manager for 20 years in a company recently taken over by a corporate giant. He had always rated high in achievement, had earned a bonus the previous year for exceeding quota. A few years back he had taken over a branch several hundred miles from his old-established home. Earlier this year he had requested a return to his former area "if and when" there was an opening. The following month he was summarily fired, with this as the only reason—that because there was nothing available there he had better leave the company. Gone, so she writes, was the promise of severance pay and a pension. Bitterly she tells of others in the sales department who, approaching retirement age, were likewise fired without warning, and with nothing beyond their last salary check. To the new owners these men had not been sales employees for tens of years; their service started with the recent assimilation of the acquired company.

If what she writes is true about her husband and others on the sales side, the same policy doubtless was followed in office and plant. From the standpoint of what is decent and humane, the salesman may not deserve more than his fellow workers, but he is likely to be more forceful and more articulate, more likely after such an experience to join the chorus of "I'd never want my son to be a salesman."

### Over-Zealousness in Washington

The Kennedy administration very properly is trying to institute reforms where needed and to tighten up the administrative practices of its sprawling structure. One administrator who takes his reform dictate very seriously is the new head of the Securities and Exchange Commission. He has promulgated new rules for the advertising of investment services that will become effective this month unless argument convinces him that his rules are too restrictive.

I have no interest in any investment service, but any set of rules as to what may or may not be said in advertising for these services might very well set a pattern for what might be said in the advertising of other services or products. I think you will agree, and so you may be interested in this letter.

April 12, 1961

Mr. William L. Cary  
Securities and Exchange Commission  
Washington 25, D. C.

Dear Mr. Cary:

You are to be commended for setting up rules effective May 15 designed to eliminate fraudulent claims in the advertising of investment services. Policing in that area is desirable, especially of the exaggerated or dishonest claims that clog the mails; and there is no national association in the field that might do a job of self-policing.

But is it wise for the Commission to go to the extent of



THE TUBE THAT TURNED THE TIDE IN TOOTHPASTE!



# VADEMECUM!

**In just six months...consistent, small space newspaper advertising turned this unknown Swedish toothpaste into a top seller in the Upper Midwest!**



W. R. OLSON  
Exclusive mid-  
United States  
Distributor for  
Vademecum

Last fall only a handful of Upper Midwesterners had heard of *Vademecum*, and fewer still had seen it. But Bill Olson, sole regional importer and distributor for this outstanding Swedish toothpaste, knew he had a winner. *Vademecum*'s curious foreign name, its premium price (79¢ for a small sized tube), the key that rolls up the tube as it is used, and the flat cap that permits the tube to stand on end—all these things were different and intriguing—but difficult to merchandise.

Bill Olson's problem was to get distribution—and on a limited budget. The U.S. toothpaste giants spend millions every year. *Vademecum* had to pinpoint its efforts and hit hard.

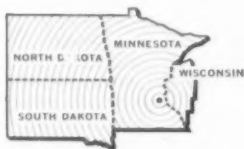
A staunch believer in the power of newspaper

advertising, Mr. Olson decided to place *Vademecum*'s greatest emphasis there. He then assured drug retailers that a consistent newspaper campaign would move *Vademecum* off their shelves—and in just six weeks nearly every druggist in the Upper Midwest had stocked it!

*Vademecum* sold, and sold, and sold—and today is selling at an ever-increasing rate. Drug wholesalers tell Mr. Olson that it is their top seller! But that's not all: Food chain stores, seeing the sales explosion *Vademecum* was causing in drug outlets, demanded their share in its success—and stocked it. Now, through all these outlets, *Vademecum* is selling right along with the biggest names in the industry.

The lion's share of the *Vademecum* budget went to the Minneapolis Star and Tribune—twice a week, morning and evening, and Sunday. That's just three exposures every week to the biggest circulation in the Upper Midwest.

Let us help you reach this vital market.



## Minneapolis Star and Tribune

EVENING

MORNING & SUNDAY

655,000 SUNDAY • 525,000 DAILY

Copyright 1961, Minneapolis Star and Tribune Co.

Represented nationally by Newspaper Marketing Associates: Scolaro, Meeker and Scott Division — New York, Detroit, Chicago, Philadelphia; Doyle and Hawley Division — Los Angeles, San Francisco.

barring "all mention of past recommendations and testimonials of any kind"?

Why is it true that printed testimonials or publication of an honest record of recommendations "by their very nature" are wrong?

What one man tells another about the merits of a product or service is the oldest form of advertising, and legitimate in every sense of the word. Few prospects for an investment advisory service can personally undertake a thorough investigation of such a service.

Why shouldn't they be allowed to read what satisfied customers have to say? Naturally the owners of such services are not going to feature communications from dissatisfied customers, and there always will be dissatisfied customers for any product or service regardless of its high merits.

The fault may be not with the service, but with the mentality or the work habits of the buyer. Even though many prospects for such services may be unsophisticated in financial matters, as you maintain, are they so unsophisticated that they do not instinctively apply the rule of caveat emptor? Haven't they learned that in all forms of selling, including advertising, the seller waxes enthusiastic about his best features and plays down or omits the negative?

When these men you are trying to protect were courting the girls they eventually married didn't they play up their assets and ignore or play down their liabilities? I know I did and I think you did.

It is reaching for Utopia to demand that advertisers tell the truth and the whole truth. No advertisement could become that involved.

Wouldn't you win a big victory if you insisted simply that any statement made should be an honest statement? Wouldn't at least 90% of the misleading copy be eliminated if the investment advisers knew that they must be prepared to offer proof to the SEC as to the honesty of their records of recommendations and their reproduction of testimonials?

We do not maintain that all of the product advertising appearing in print or over the air waves is defensible either as to honesty or good taste, but most advertisers have learned that if they wander from the truth they are likely to be hauled before the Federal Trade Commission. But the FTC doesn't attempt to spell out to advertisers in advance and in detail just what they may or may not say.

By prohibiting the publication of either testimonials or the past records of recommendations you would leave the service with very little to say about itself, and that would be a disadvantage to the prospective buyer.

Since you asked interested parties (and I am one, as a prospective customer for investment advisory services) to comment on your proposed rules, I am suggesting that you merely make the seller beware—that he must be able to back up with clear proof any and all claims that he makes.

Sincerely,

Philip Salisbury  
Publisher and Editor



The proven way  
to reach the  
billion-dollar-plus  
hospital market

Here's how HOSPITALS helps you sell  
recession-proof, expanding hospitals:

### 1st in Circulation

HOSPITALS delivers the highest average total paid circulation of any hospital publication . . . 21% more copies than the next publication, 39% more copies than the third publication.

### 1st in U.S. Coverage

In the United States HOSPITALS' circulation exceeds the second publication by more than 28% . . . 38% more than the second magazine . . . leads substantially in all A.B.C. geographic regions.

### 1st in Reaching Known Purchasing Power

HOSPITALS' circulation is concentrated among the nation's leading hospitals . . . institutions that meet the highest standards in hospital service.


### 1st in Advertising Economy

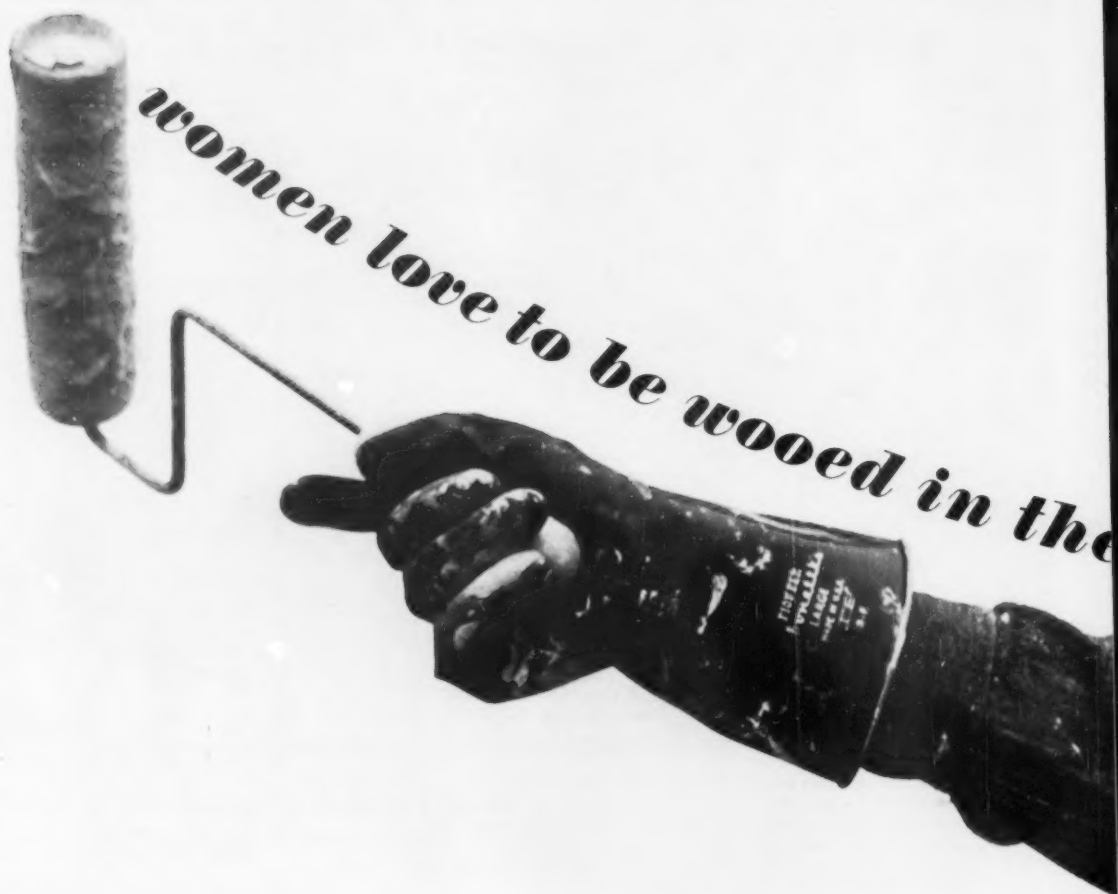
HOSPITALS' advertising rates deliver more readers with known purchasing power at lowest cost per thousand readers . . . a 12-time b&w page schedule in HOSPITALS costs 23% less than the second publication, 24% less than the third magazine.

### 1st in Advertiser Acceptance

From 1945 through 1960 HOSPITALS gained 747 advertising pages as compared to losses of 382 pages and 214 pages for the other publications in the field.

Increase your share of the growing hospital market . . . reach the greatest number of prospects at lowest cost . . . capitalize on the unequalled prestige of HOSPITALS. For details, contact your nearest HOSPITALS representative today.

**HOSPITALS**   
JOURNAL OF THE  
AMERICAN HOSPITAL ASSOCIATION  
840 North Lake Shore Drive  
Chicago 11, Illinois



***Moral: A dollar invested in day-time TV reaches more women more often than the same dollar spent at night!*** Time was when the advertiser interested in talking to women stood by this hard and fast rule: Daytime for frequency; Nighttime for reach. Things have changed. A recent research study shows Daytime leading Nighttime in reach at every level of frequency. NBC had Nielsen compare a typical night-time buy—an alternate half-hour—and an NBC day-time schedule of approximately the same cost. Result? Over a four-

NBC DAY-TIME LINE-UP: 10:00 Say When • 10:30 Play Your Hunch (color) • 11:00 Price Is Right (color) • 11:30 Concentration • 12:00 Truth or Consequences • 12:30 It Could Be You



*daytime!*

week period, the evening show reached 18,100,000 different homes. The NBC day-time schedule reached 22,100,000 different homes; 4,000,000 more homes for Daytime! What's more, the average day-time home received almost twice the number of commercial messages, yielding 477 more homes per dollar. Whether it's a matter of four weeks or eight weeks, homes reached once or a dozen times . . . day-time dollars reach more homes.\* So, if you've got women on your mind, consider the advantages of **NBC Television Network—first in the Daytime!**

\*Nielsen Audience & Cost Data, March-April 1960. Estimated Time and Published Talent Costs.

(color) • 2:00 Jan Murray Show (color) • 2:30 Loretta Young Theatre • 3:00 Young Dr. Malone • 3:30 From These Roots • 4:00 Make Room For Daddy • 4:30 Here's Hollywood







## The Tag That Cheers Salada's Sales

Some people may be buying Salada tea bags just for laughs.

Once upon a time Salada printed brief hints about correct tea-making on the Salada tag. Then it began to use the infinitesimal space for advertising messages. Now you can brew up a laugh—or at least a wry smile—from these Lilliputian billboards.

A gentleman named John W. Colpitts, who's ad manager for the Salada-Junket Division of Salada-Shirriff-Horsey, is responsible for the popularity of, shall we say, tea-tag reading. Heretofore only Gypsies could find profitable messages in teacups. Now, thanks to Colpitts, you're liable to find attached to a tea bag such messages as these: "Always keep your head up, but keep your nose at a friendly level." Or "A kiss that speaks volumes is seldom a first edition." And this one has been getting mileage between sips: "Marriage is like a tourniquet—it stops your circulation."

Corny? Maybe. But some Salada readers, according to a company spokesman, pounce on the latest installment as if it were part of a serialized story. If you'll overlook the pun, they like being kept on a string—in this case, the one that holds the

message to the Salada tea bag.

Housewives use the little tags in numerous ways. Some women enclose them in letters to friends and relatives. Some have found they're good ice breakers as place cards at a dinner party. But the highest testimonial Salada has gotten came from an ambulatory patient in a large Boston hospital. He was a Salada tea bag addict. And one day he bolted the hospital long enough to lay in a stock of Salada because the hospital used another brand. Salada was so touched it sent him a whole batch. Among them he found this message: "A sick man who takes a turn for the nurse is getting better."

Meet Mr. Colpitts: age 53, father of three boys and, despite his penchant for very slightly risqué tag lines, an active Methodist layman. Long ago, he got a reputation for wit that stood him in good stead as a public speaker before sales groups. And the Colpitts wit is now standing Salada in good stead, as well.

His thinking about tag lines for the Salada campaign came about like this: Tea drinking is a friendly, social, relaxing thing. Colpitts knew that about 85% of tea drinkers brew their

tea in a cup instead of a teapot. It takes from three to five minutes steeping time to make a good cup of tea. During that time, Colpitts ruminated, he had a customer just standing around, waiting. What a terrific lost opportunity if Salada didn't seize the initiative and get the tea brewer permanently wedded to its product.

Quotations from famous people? Colpitts considered this. But most quotations are too long; some of the best are couched in old-fashioned language which lacks the sparkle he wanted. Besides, he'd have to give credit to the source, which ate up too much space. Then there was the problem of getting permission or releases.

He discovered that there are many sayings which are not attributed to any individual—which puts them in the public domain. Even the long ones could often be cut down to 14 or 15 words—all the little tag holds.

Salada launched its Tag Lines without any fanfare or promotion. But the glad cries carried back to Boston headquarters from all over. Scores of letters gushed in, saying "thanks" and urging the company never to stop Tag Lines.

Colpitts is having a great time mining new lines. One he likes very much is: "Plan for the future. That's where you'll spend the rest of your life." And he is partial to: "To make an easy job seem difficult, just keep putting it off." Lawyers have told him clients would stay out of a pack of trouble if they heeded this one: "If you can't write it and sign it, don't say it."

►But Colpitts had a scare recently. The company's ad agency created a new theme and slogan, "In Boston, the Number One Tea-Drinking City, the Number One Tea is Salada." The agency wanted to get as much mileage from the slogan as possible. In fact, it wanted to move right in on Colpitts' Tag Lines. Still, they agreed to study the problem before insisting. With his baby threatened, Colpitts began assembling all the ammunition he could fire at the agency. It really wasn't necessary. He tossed the agency a packet of mail from readers who buy Salada for two reasons: they like the product and they love those Tag Lines. The agency folded its tent and went elsewhere to promote its slogan.

Up to now a total of 386 different Tag Lines have been published. Now Salada has printed a little booklet containing them all.

So, as Colpitts said on a recent Tag Line, "Be careful of your thoughts; they may break into words at any time." ♦





## INCREASE SALES ACTIVITY AND RESULTS . . . UNITED AIR LINES JET TRAVEL INCENTIVES

You can stir the interest and excitement of your salesmen with air travel prizes on United Air Lines, because United flies to major resort and vacation areas. United jets serve New York and Chicago . . . sunny Las Vegas, Los Angeles and San Francisco . . . majestic Rocky Mountains and Pacific Northwest . . . romantic Hawaii.

What salesman wouldn't work harder to win a trip to one of these holiday areas? And you can be sure of an effective incentive program because United's experts will work closely with you to promote the glamour of jet vacations.

Jet travel for sales incentive is only one of the important ways United can help strengthen your sales-marketing program. United is also the nation's most experienced airline in group travel for sales meetings and conventions. And United Jet Freight can often lower distribution costs to major U.S. markets. Whatever the job, use United jets . . . they mean business!

For more information, call your nearest United Air Lines office. Or write to Mr. W. H. O'Donnell, United Air Lines, 36 S. Wabash Ave., Chicago 3, Illinois. RAndolph 6-5500.

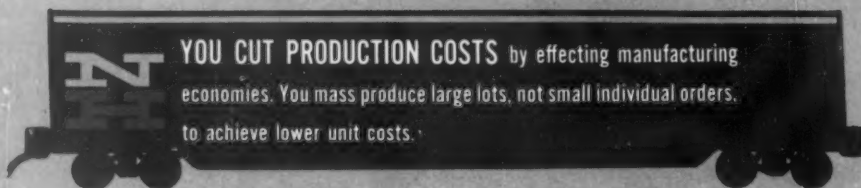


# SURPR

How much you cut costs and step-up efficiency with New Haven Railroad's new incentive rate program

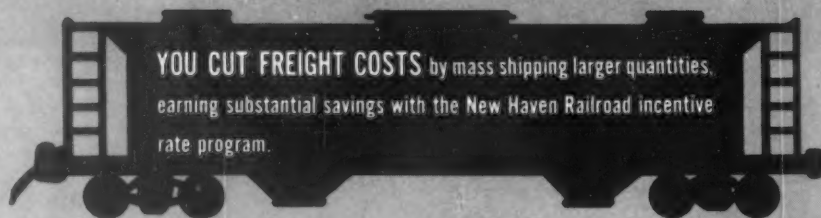
Volume freight shipment combined with local warehousing achieves the distribution pattern that gives DM\*, SM\*, and GM\*, these 3 important benefits:

1



**YOU CUT PRODUCTION COSTS** by effecting manufacturing economies. You mass produce large lots, not small individual orders, to achieve lower unit costs.

2



**YOU CUT FREIGHT COSTS** by mass shipping larger quantities, earning substantial savings with the New Haven Railroad incentive rate program.

3



**YOU CUT DELIVERY TIME** with your product available for immediate shipment from local warehouse. A big plus powerful selling tool for your salesmen when they can say "Our products are in stock in local warehouse for immediate delivery."

NOTE  
TO  
TM\*  
OR  
DM\*

NOTE  
TO  
SM\*

NOTE  
TO  
GM\*

All this adds up to a far more efficient manufacturing and distribution operation for your company. Talk to your New Haven District Traffic Agent today. He's ready to work with you, without obligation.

# ISING!

You know the substantial values derived by strategic spotting of product stocks throughout the country. This is the most effective kind of distribution.

You will fast recognize that your company may be able to establish stock spots with virtually no additional distribution cost. Look at it this way: If storage charges are so-much per unit, 100 small stocks—always providing carload freight advantages, particularly New Haven Railroad incentive rates, where applicable, are maintained—stored in 100 different locations may cost no more than a far smaller number of huge stock loads. As an expert in distribution, you recognize that the decentralized distribution set-up of such spot stocks insures fresh and complete stocks as needed, where needed, and when needed.

Most important is that these stocks are stored in the proper locations and warehouses. As your company DM, it will be your decision where stocks are to be spotted, and the volume of goods to be shipped into each market.

What a sales advantage you get with a decentralized distribution system. With stock in local warehouses, you give your customers fast deliveries to insure fresh and complete inventories for your dealers, or materials and tools when needed in industrial plants. This could mean wide distribution and increased sales.

You know the sales clincher it is to tell a dealer or retailer that he can handle your product, yet carry only a small inventory. In fact, local warehousing for immediate delivery has proven a powerful sales tool in the industrial as well as consumer goods field.

There are other important sales advantages, too. With your product immediately available, you can avoid large open accounts and eliminate consignment selling. For your distributors and dealers get their goods on short notice. You can achieve wider distribution in greater depth, for dealers need carry only a small inventory, and thus are more likely to offer your complete line.

You are for the distribution plan and program that will cut costs and step up efficiency.

If your sales volume in any market—within the minimum permissible warehousing period—is greater than the minimum weight on which a carload rate can be obtained, you show an immediate dollars-and-cents gain in carrying warehoused stock. With the New Haven Railroad's new incentive rates, this dollars-and-cents gain may now become even greater.

When warehousing handling and storage charges plus interest on the investment in stock accumulates to the total equal to the difference between less-carload and carload, or incentive, rates, the break-even warehousing point has been reached.

To this differential, however, you should add economies achieved by continuing mass production, which may in effect cut unit costs substantially, and thus greatly extend the warehousing break-even point.

Of course, you will place your spot stocks in centers offering good storage facilities plus fast and economic reshipment to your customers. All over the U.S., and particularly in the New England area served by the New Haven Railroad, you find an excellent network of public warehouses. These warehousing specialists will receive, hold and redistribute your spot stocks very satisfactorily. They give you extensive and expert service; actually act as a branch-house capacity for your company, providing everything needed for efficient and economical local distribution.

Your basic concept in planning these strategic spot stocks is to keep your shipments to these warehouses as large as possible to earn lowest freight rates, particularly the New Haven Railroad volume incentive rates.

We are at your service to work with you in setting up your volume shipment-warehouse distribution program. Call us, without obligation.

You improve customer relations by providing speedy service from your well-spotted stocks. No need for local shipments to distant customers—shipments that are costly and subject to delays.

You also meet competitive situations that demand immediate deliveries from local warehouse stock. For you know that many of your customers do not anticipate their requirements. When out-of-stock on your product, they can't or won't wait for shipments, but buy locally, and often a competing brand. If retailers put competitor's products on their shelves, or industrials put a competitive component into production, your failure to have local stocks has opened the door to competition. This can really hurt your sales!

That is why you, the SM, have a real stake in working with your DM to achieve a decentralized distribution pattern. With the New Haven Railroad incentive rate program, this pattern may not only help you increase sales, but actually cuts your cost-per-sale, as well!

Your DM can work out the volume freight rates and locate the public warehousing that achieves the distribution pattern which enables you to ship and store at optimum economy. This pattern reduces your investment in plant warehouse space, delivery equipment and labor costs.

Your company comptroller will be interested in the use of local warehousing, since it places your stored goods where they can be used as specific collateral for bank loans. This type of financing has become an established part of modern business procedure, particularly since the adoption of the Uniform Warehouse Receipts Act.

From the standpoint of your SM, this distribution pattern places complete stock, ready for immediate local delivery—a powerful selling tool!

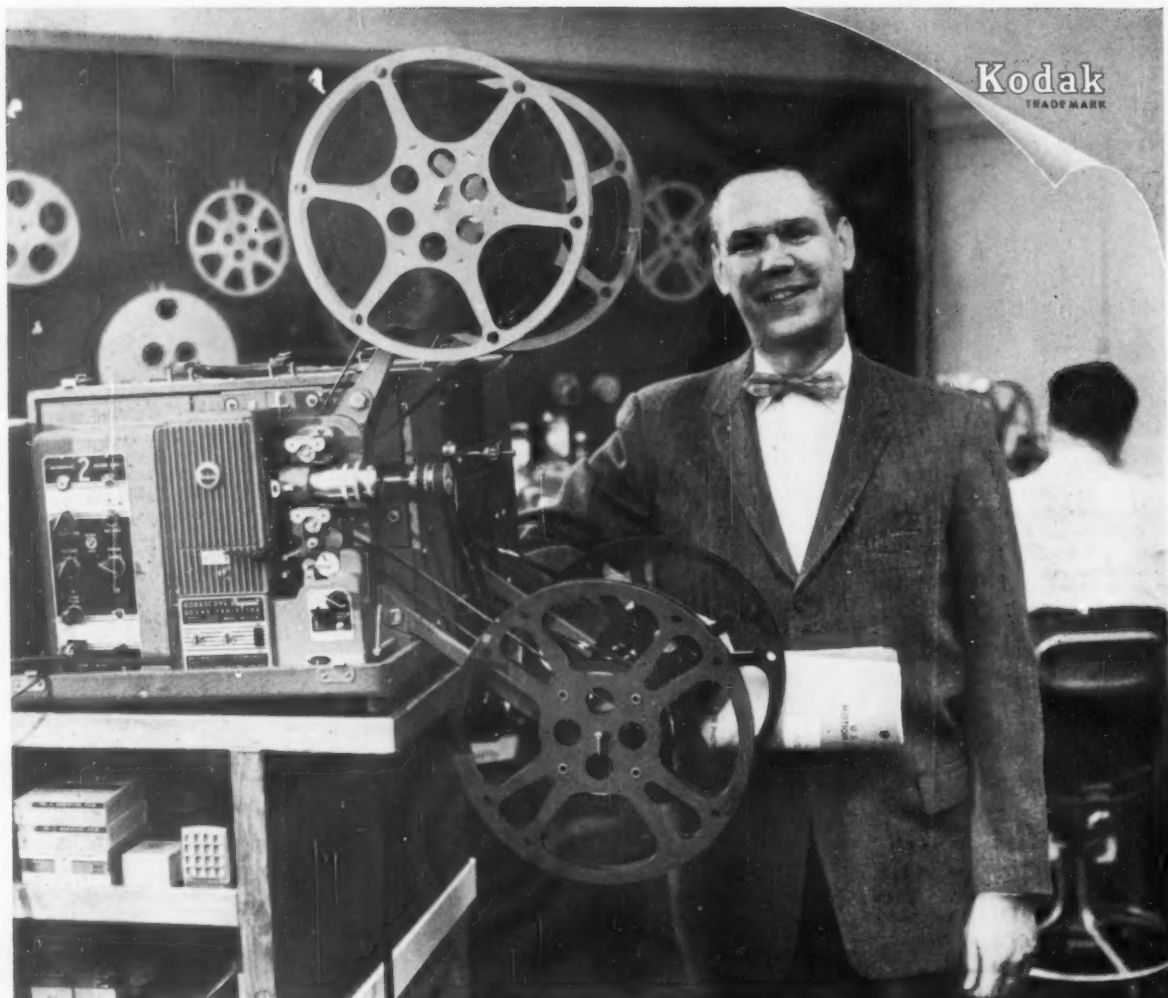
Accordingly, consultation with your DM and SM may well prove that use of volume freight shipments, combined with a decentralized system of local warehousing, is both economical and highly desirable for your company.

\*TRAFFIC MANAGER \*DISTRIBUTION MANAGER \*SALES MANAGER \*GENERAL MANAGER

## NEW HAVEN RAILROAD



Sales Management May 5, 1961 15



"These Kodak Pageant Projectors can record sound as well as play it back. We use them to transfer sound from magnetic film to duplicate prints . . . saving time and recording expense, and providing flexibility."

## "Movies communicate in minutes what would otherwise take hours or days to learn"

**Says producer Charles Probst, President, Cinefonics Inc., a Division of Cook Electric Company, Chicago, Illinois:**

"Our movies speed the interchange of technical information—create an understanding vitally needed among engineering teams widely separated by place, time, or technology. These motion pictures also help the layman understand scientific advances, especially in nuclear and space age projects.

"Cinefonics film reports, we've been

told, can interpret and communicate—faster than personal talks or visits.

"One way we meet our 'crash' deadlines—when vital information must be filmed with sound and rushed to many places for viewing simultaneously—is with the Kodak Pageant Projector setup (above) for recording magnetic sound tracks.

"We use many Kodak Pageant Sound Projectors because they're compact and quiet, because their performance flatters

the motion pictures we make, and because they don't get in the way of what we're showing."

### **Smooth presentations**

. . . that's the Kodak Pageant idea. A projector that takes distractions out of screened instructional, sales, educational, and business motion pictures.

A Kodak audio-visual dealer will demonstrate. Or, write for detailed booklet.

*Kodak Pageant Projector* > **EASTMAN KODAK COMPANY, Dept. 8-V, Rochester 4, N. Y.**



## Product Planners Focus on Timing

That mythical better mousetrap isn't worth a plugged nickel if everybody suddenly likes mice. To be really successful, it must be marketed when mice are **plentiful** — and thoroughly abhorred. This calls for **timing**.

Timing is day by day becoming the most **overwhelmingly important** building block in the product-planning structure, with the obvious exception of the original product idea itself. And as product planning comes to occupy an increasingly crucial role in marketing, timing grows along with it.

Not only is timing becoming more important, but it's getting **tougher** to do it right. The Sales Management Sales Leadership Panel rated timing by far the most difficult aspect of the entire product-planning process. This combination of importance and difficulty makes the whole question of timing a marketing problem of the **first magnitude**.

Here are just three of the big reasons why leading companies in both consumer and industrial markets are **spending more time** than ever on timing:

In the first place, the modern American company is **more reliant** on new products than one would ever have thought possible. As evident as this has been and as great as this reliance seems to be now, a **whopping 82%** of Leadership Panel members report that they are again stepping up emphasis on new-product development. The more new products developed and marketed, the more important timing becomes.

Second, the great new-product movement has created **problems of its own**, and these, too, deeply involve timing. As more companies become established in more and different fields, and as these companies step up their product-planning programs, there is hardly a consumer or industrial need that remains unfilled for more than an instant. **Ideal** timing calls for a new product to

become available between the time when a need **becomes evident** and the time when a competitor rushes in to **fill that need**. In today's economy, this in-between period grows **shorter and shorter** and more and more difficult to hit every day.

Third, there is **cost**. Developing and marketing a new product isn't getting any cheaper. Most companies like to get their development and introduction money out of a new product just as quickly as they safely can. The more it costs to begin with, the longer it takes to put it on a pay-as-you-go basis, and the greater is the chance of never putting it in the black at all — if the **timing** is a little bit off. A product introduced a little too late may require triple the promotion outlay to be dragged uphill to the stature it could have gained just by being **first**. And a little **too early** can easily blow the whole thing and turn development and introduction costs into an almost **total loss**.

Thus the typical company finds it has more of its **future** and more of its **money** riding on each new venture . . . and a **smaller time target** to hit to win these higher stakes.

### **Timing Involves All Planning Phases**

To a certain degree, timing is a **specific function** — like research, distribution, promotion, product design or any of the many other individual activities that mesh together to form the whole new-product plan. As such, a specific executive or even committee may be designated as "in charge of timing." But in reality, timing **transcends** such neat definitions and completely entwines itself with **every phase** of product planning, from the idea to the introductory campaign. Timing is more than dates and places. It involves coming up with the **right idea** at the **right time**, having the **foresight** to recognize it and **act on it**, and planning every step of the way for market contact that is **neither too early nor too late**.



Timing in product planning, like timing in golf or tennis, requires **know-how** and **practice**. Who knows, a good sense of timing may in **small** degree be due to a sort of sixth sense. But conscious effort must take the bows for the greatest part of this talent.

How can a talent for timing be acquired? No method is certain, but there are a few key areas that often make the difference. These are some of the **hot spots** to which timing-conscious marketers are applying greatest pressure:

The **organization** itself is perhaps the most basic, and in many ways most important, area. Good timing — arriving at the right moment with the right product — requires an **early start**. Work must often be begun before any demand becomes evident. Consequently, the product-planning organization must be set up so any and all **know their ideas are welcome**. Salesmen must feel free to submit ideas, no matter how unusual or offbeat they may seem. There must be machinery to **receive** and **screen** these ideas, and to encourage the contributors to try and try again. To be effective, this organization plan must demand that individuals with **perception** and **imagination** are placed in key idea-evaluating spots.

### **Decisions Must Be Speeded**

Timing makes further demands on organization. It must **facilitate decisions**. Time and again, marketers report, the lack of willingness or ability to make decisions snags new-product plans as badly as all other possible mishaps combined. Nobody wants a "goat" product hung around his neck for the rest of his career, so major decisions are too often left to huge committees noted for their **ponderous inaction**.

Along with decision-making flexibility, a product-planning organization must be invested with operating or **procedural freedom**. It must be able to speed up work to meet an advanced deadline, or slow it down to wait for the market to ripen. It must be able to act **quickly** and **without fear**, even to the point of eliminating the least neces-

sary steps in the product-planning process. All along the line the operations involved in the creation of a new product must be ready at a moment's notice to rush it along to completion and into one market **a nose ahead of a competitor**.

Timing requires one other concession of organization. A bright, shiny, new product is next to worthless unless it is **financed**, **produced** and **distributed** — in time. The product development function must be aligned within the company organization in such a way as to **exercise command** over the timing of the non-marketing divisions.

Although organization may be the biggest part of good timing, it is, nonetheless, still only a **part**. The product itself must, in some respects, bow to timing. Even in the earliest stages of development, it must be designed for the uses of the future. Consumer products must take taste trends into consideration; industrial products must be involved with the techniques of future users.

Of course the **marketing** of a new product is almost entirely timing; this is recognized and applied. Still, much remains to be done. No doubt better organization-for-timing will help sharpen **marketing's** timing. But the final answer to the problems of dovetailing product **availability** and promotion-generated **demand** is not yet in hand. And market research and market testing, now often the most time-consuming aspects of consumer-product development, must be sharpened so they can be **reduced in magnitude but not effectiveness**, thus shaving precious months off lead time and adding materially to flexibility.

All in all, the emphasis in most companies today is on **action**, for action is the basis of timing. Without action, ideas cannot be generated and turned into research, research cannot be turned into products, old products cannot be obsoleted to make way for the new, and the new cannot reach the market with force in time to **produce a profit**. As timing moves closer to the center of the stage, the old days when new products "just happened" recede further into history.

# CRANE CO.

*found that,*  
*in the newsweekly field,*  
**NEWSWEEK REACHES  
ITS CUSTOMERS  
AND PROSPECTS  
MOST EFFICIENTLY!**



Crane Co., in cooperation with Newsweek, recently conducted its own marketing and readership study. Crane selected its own sample of customers and prospects. The results, shown at right, prove once again that, among the newsweeklies, Newsweek is the most efficient at reaching *the people who buy!*

#### CRANE CO., 1,063 CUSTOMERS AND PROSPECTS

<small>*based on current black-and-white page rates</small>	<small>% COVERAGE</small>	<small>COST PER MENTION*</small>
<b>NEWSWEEK</b>	39.1	<b>\$18.79</b>
<b>U. S. NEWS &amp; WORLD REPORT</b>	21.0	28.45
<b>TIME</b>	42.9	31.36

*Newsweek . . . by industry's own measurements . . . the most efficient newsweekly*

# -SM-MARKETING



## DESIGNERS WRITE SPECIFICATIONS



## SLIDE-CHARTS HELP THEM SPECIFY YOU

Design people are often hard to find, hard to see, and hard to influence by direct approach.

But they use handbooks, formulae, and involved calculations. And they will use a Slide-Chart which reduces tough problems to the move of a slide...and gives answers in terms of your particular product.

**FREE:** 36-page booklet "14 Tested Ways to Increase Sales..." Write:

**PERRYGRAF**

*slide-charts*

product facts at the fingertips

150-D S. Barrington Ave., Los Angeles 49  
1500-D Madison Street, Maywood, Illinois

## THE BIG TRACTOR LOAN

**Greene County, Iowa**—Instead of telling farmers about the merits of its products, Ford's Tractor and Implement Division is showing them—by offering farmers of Hardin Township free use of Ford tractors and corn planters to get their crops in the ground. The plan is called "Operation Corn Planter," and the company is making a motion picture of the big loan under that title. Records of the cooperating farmers will be compiled, and the statistics gathered will form the basis for Ford's merchandising program for planters next spring.

## WHO'S CAL?

**New York**—Top ad execs outside New York recently became victims of a clever mail promotion that had them all dying to meet a mysterious "Cal." Dreamed up by film producers ATU Productions, Inc., it successfully opened two doors a day for a salesman who had previously spent as much as two weeks waiting to see a prospect.

The campaign started with a letter addressed personally to the president of an ad agency. In the chatty vein of an old friend, the letter called him by his first name and spoke vaguely of a business deal about which he knew nothing. It was signed simply "Cal." Two days later another letter arrived from Cal announcing his forthcoming arrival in town and asking that mail be held for him.

After a postcard from Atlantic City where Cal was "having a great time," the executive received a letter from ATU addressed to Cal in care of the executive. All but two of the 76 targets were so curious at this point that they opened the letter even though it was not addressed to them. But ATU had anticipated this and the carefully worded letter explained all. Later the same day when Cal called in person, he was greeted with open arms—and he made his presentation to the right people.

## AD CRACKDOWN

**Washington, D. C.**—"Get-rich-quick" ad claims by investment advisers would be outlawed by stringent new rules proposed by the Securities and Exchange Commission. Proposals are based on an obscure law, but the moving force behind the crackdown

was Presidential Assistant James M. Landis. He pointed the way for SEC by attacking as "horrendous" certain ad copy of stock advisory services. . . . Presto, SEC got the message from the White House and hustled out tough new ad restrictions which will affect some 1,500 advertisers.

The rules ban all testimonials and all claims of past recommendations which would have meant profits. Also in the package is a catchall provision making unlawful "any untrue statement of a material fact."

## NAME SHORTAGE

**New York**—"Growing concern over the scarcity of names available for new products" inspired Lippincott & Margulies, Inc. to form a new subsidiary to save companies from this threatened dearth. Perhaps a reflection of the limitation of choice, the new company's title is Names, Inc.

## DIRECT MAIL CLIMBS

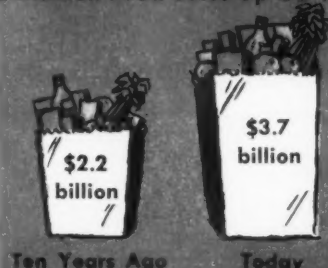
**New York**—Possibly because it's one of the least expensive forms of advertising, direct mail volume topped the \$2-billion mark last year. Figures recently released by Direct Mail Advertising Assn. show an increase of 8.45% over '59. If markets continue soft, it might increase even more this year.

## ADVANCE ADVERTISING

**New York**—U. S. Steel has added an unusual and sensible switch to the

## The Survey Says\*

Canadian Food Sales Up 68%



Ten Years Ago Today

\*Sales in Food Stores as shown in Sales Management's 1952 and 1961 Survey of Buying Power.

# on the MOVE

commonplace practice of making consumer ads do double duty as subsequent trade ads. The company recently ran a 10-page full-color insert in *Automotive News* which was a reproduction of ads that were scheduled to appear later in *Look* and *The Saturday Evening Post*. The advance notice to the business publication readers gave dealers a chance to capitalize on the consumer ads.



## ALL TOGETHER NOW—BUY!

**Detroit**—Everyone in the automobile capital is trying to sell cars—even the Mayor. With one out of every three Detroit area workers employed by an auto company or supplier, and much of the city's economic health dependent upon the automobile industry, people from many different business activities have banded together in a laudable public service to sell cars.

Mayor Miriam, who for some months has been asking other mayors to buy cars for their cities now, officially proclaimed April as "Buy-a-Car-Month." Business groups including Detroit Auto Dealers Assn., W. B. Doner Co. ad agency and various advertising media backed the theme, "Keep Detroit on the GO!" Bus advertising space, TV and radio time and many other advertising services were provided free.

## DEFENSE INDUSTRY AIDS

**New York**—Want to know who in Government is awarding what defense contracts? Two new services, called "The Defense Sales Director" and "The Defense Market Measures" purport to have the answers to this and similar questions about defense industries. The services provide defense industries with up-to-date sales leads and business statistics. The Defense Sales Director gives subscribers information every two weeks on contracts awarded by Government agencies to prime contractors in 150 defense system categories. Market Measures is a

statistical and analytical quarterly review of the defense industry.

The services will be published by Frost and Sullivan, Inc., 170 Broadway, New York 38, N. Y.

## MIND OVER MATTER

**Akron**—If will power has anything to do with it, B. F. Goodrich should be doing a landslide business by now. Last month nearly 100,000 of the company's employees and associates in various businesses ranging from truck tires to baby pants were supplied with lapel buttons proclaiming positively, if ungrammatically, "Business is good! As good as I make it!"

The idea: "to promote positive thinking and positive action," to bring "an early end to the recession." In at least one area the company can point to solid results already—the program resulted in one of the largest industrial orders in the lapel button business.

## BRITISH GO TO COLLEGE

**New York**—Pinpointing its market targets on the American campus, British Motor Corp. will co-sponsor the Seventh Annual National College Queen competition. Hoping to get more American collegians behind British sportscar wheels, the company is offering an Austin Healey Sprite to the winner in a contest in which over 700 colleges and universities will be represented.



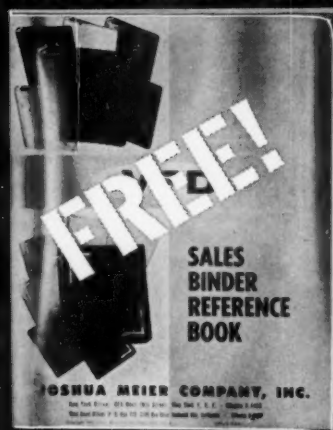
## THE DEEPER CHANGE

**New York**—Convinced that what wasn't selling beer was its cartoon-type advertising, Piel Bros. dropped Bert and Harry in favor of a straight and simple "direct sell" campaign. The company is back on outdoor posters for the first time in 20 years with a simple theme that will be "played back" in TV spots, newspaper and magazine ads.

But the theme implies that the style of advertising is not the only thing

IF YOU NOW  
or ever will  
BUY BINDERS

...we'll send you this invaluable  
**VPD SALES BINDER  
REFERENCE BOOK**



**400**  
"ready-made"  
**VPD BINDERS**



## HELPS YOU TO...

**CUT BINDER COSTS DRASTICALLY** — ready-made VPD BINDERS are far less expensive than custom-made jobs.

**DEVELOP PRESENTATIONS FASTER, MORE EASILY** — you can select a style and size (7 x 5 up to 24 x 18) from over 400 different "in stock" VPD binders immediately and tailor presentations material to it.

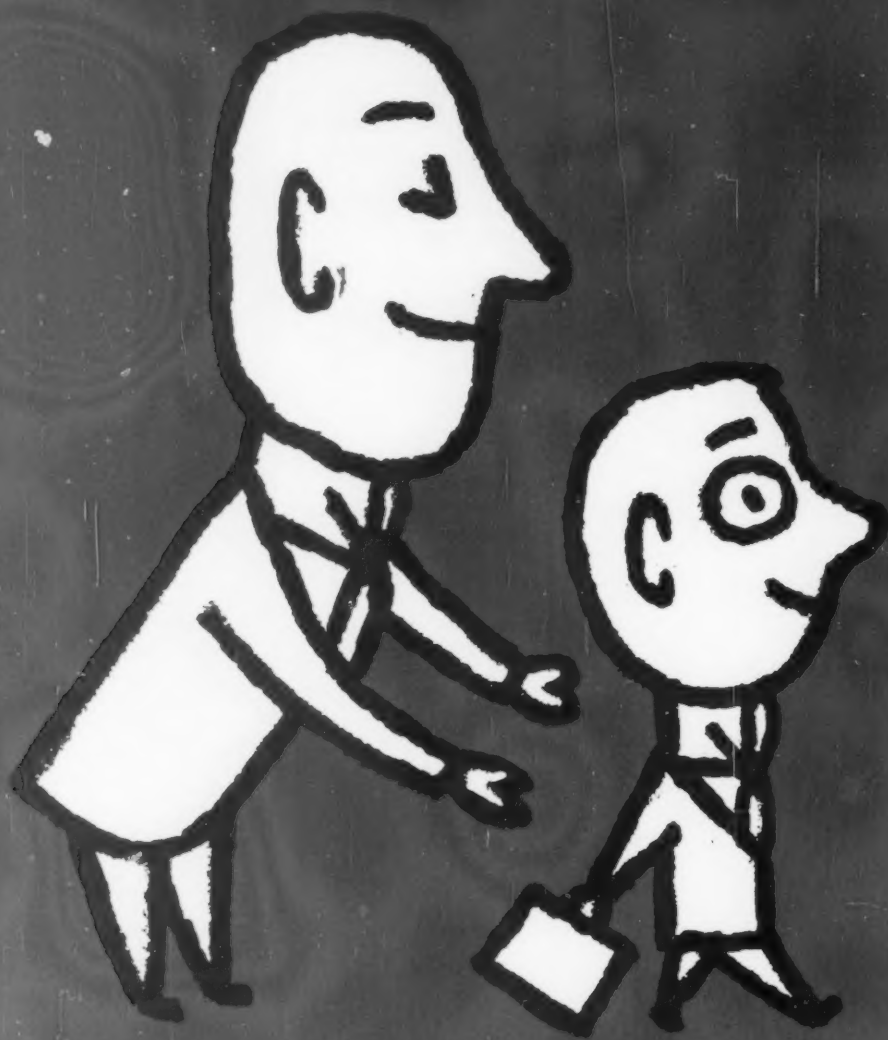
**ELIMINATE WORK, HEADACHES** — no nuisance of "working out" a binder, no time wasted explaining specifications, approving samples. Just look thru VPD REFERENCE BOOK and select.

**MEET DEADLINES EASILY** — all VPD BINDERS are ready for immediate delivery from your stationer.

**Write now for your free  
copy of the #10  
VPD Binder Reference Book**

**JOSHUA MEIER COMPANY, INC.**  
601 WEST 26TH STREET, NEW YORK 1, N. Y.  
MANUFACTURERS OF SALES BINDERS SINCE 1933

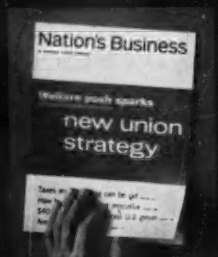




## 9 steps to personal progress

**686 BUSINESS FIRMS PURCHASED 14,168 REPRINTS OF THIS USEFUL REPORT**

Executives who aspire to higher positions are helped or impeded by their attitudes, according to Nation's Business editors. In "Nine Steps to Personal Progress" (December) they describe how nine of the most essential "positive open-minded" attitudes can help you become more effective in business. Report prompted letters from 686 companies whose executives wanted 14,168 extra copies for themselves, their associates. Businessmen respond to Nation's Business useful editorial reports... and action in business results when you advertise in Nation's Business.



**Nation's Business** WASHINGTON / ADVERTISING HEADQUARTERS - 711 THIRD AVENUE, NEW YORK 17, N.Y.



## MARKETING on the MOVE

(continued)

that's new. The company covers all bases with "Taste what's happened to Piel's," and makes the point that a company must keep improving in other areas as well as advertising techniques.

### CARPETS ARE CLASSIFIED

New York—The custom-use idea has filtered through gasolines and razors into the carpet industry. Earlier this month, A. & M. Karagheusian, Inc., makers of Gulistan Carpet, introduced its first line of "performance rated" rugs. All its carpets will now be classified for "light use, medium use, heavy use and extra heavy use," and consumers may purchase carpets according to the amount of wear they'll be expected to take.

### IMPORTS STILL CLIMB

Washington, D. C. — U. S. Dept. of Commerce reports Japanese exports of electronic products to the U. S. during 1960 totaled \$94 million. That represents a 24% increase over the \$75.6-million total of 1959.



### A CHALLENGE TO BUY

Cleveland—Offbeat challenges thrown at the consumer are becoming a specialty of Durkee Famous Foods (see SM, 1/20/61, p. 20). Daring consumers to disagree that its instant minced onion is the "no-waste, no-garbage way" to use onion, the company offers dissenters an oversize—nearly 6-feet high—garbage bag. The size of the bag is in keeping with Durkee's argument that there is plenty of waste in the skins, peels and green tops of regular onions.



## Can you find your agency account executive in this picture?

The scene is a seminar on finance at The American Management Association headquarters in New York. The man in the foreground is one of our account managers and the photo illustrates a fact important to you: Our people regularly attend AMA Seminars on management subjects almost totally unrelated to advertising and public relations.\* Usually they are the *only* agency people there.

Why should we encourage this, and pay for it?

Because we know that our professional skills become more effective tools of client management when they are used with a real understanding of a client's total business. Our objective, in serving our clients, is not only to be highly creative advertising men, but also soundly creative businessmen.

*\*In the past four years, 32 of our people have participated in 43 AMA Seminars on subjects ranging from "Sales Forecasting" to "Managing the Materials Handling Function."*

**Marsteller.  
Rickard.  
Gebhardt and  
Reed, Inc.**

ADVERTISING • PUBLIC RELATIONS • MARKETING RESEARCH  
NEW YORK • PITTSBURGH • CHICAGO • TORONTO

Owens-Illinois skill in plastics takes many shapes to serve you



**At your beck and call**





## from 10 strategic locations

The specialty of each house? Service. This network of plants serves your plastic molding requests quickly and economically.

Country-wide and on both coasts, ten Owens-Illinois plastic plants

turn out many plastic items...large, small, pressed and blown.

At-the-ready are technical assistance and design help to solve production problems and create new salespackaging for your products.

A quarter century of experience awaits your summons. You can put this valuable experience to work for you by calling your nearby O-I office or by writing today to Owens-Illinois, Toledo 1, Ohio.

PLASTIC BOTTLES  
AN **O-I** PRODUCT

**OWENS-ILLINOIS**

GENERAL OFFICES • TOLEDO 1, OHIO

PACIFIC COAST HEADQUARTERS • SAN FRANCISCO

Sales Management May 5, 1961 25

For advertising men who are also business men:

# What Good HOUSEKEEPING's new fifty-cent cover price advertising

Good Housekeeping's decision to raise its cover price, effective with the October issue, not only reflects its position as *the* quality women's service magazine, but it has important meaning for advertising men who are also business men.

This change, and all that it implies, can only be fully understood against the background of what has been happening in the women's service field generally.

For more than a year, McCall's and the Ladies' Home Journal have been engaged in a highly competitive and a highly publicized circulation race.

This contest is apparently conducted on the premise that the magazine claiming the largest circulation will automatically be assumed by advertisers to be the "best"—and hopefully rewarded with corresponding advertising patronage.

From an advertiser's point of view, there are a number of things seriously wrong with this approach:

First, box-car circulation fig-

ures are not necessarily a criterion of quality—either of the magazine, the reader, or her responsiveness to the magazine.

Secondly, modern circulation promotion methods permit a publication to add circulation almost at will, *provided it is prepared to pay the price*. The higher the circulation is pumped beyond its natural level, the greater the cost. Who pays this cost?

The answer is dramatically supplied by the recent advertising rate increases of both the Ladies' Home Journal and McCall's. For instance, from January 1960 through July 1961, the circulation *base* of the Ladies' Home Journal has gone up 12%, while the black and white advertising page *rate* is up 39%.

In the same period, McCall's circulation *base* has gone up 29%, but five advertising *rate* increases have totaled 65%. The last rate increase in this period is costing advertisers \$16 per thousand for the new increased circulation on the

Ladies' Home Journal, \$14 per thousand for McCall's. (Four-color costs are up even more.)

During the same period Good Housekeeping's *base* went up 15%, but black and white *rates* increased only 21%, and the new circulation cost \$9 per thousand.

You who are concerned with the efficiency of your advertising and your ability to buy all-important continuity, cannot but view these comparisons with considerable interest.

Good Housekeeping has never considered that it could or should appeal to everyone. From its very first issue, seventy-six years ago, we have concentrated on one chosen audience—the dedicated homemaker. The development of the Good Housekeeping Institute, the Seal, the Consumers' Guaranty, and the Buyers Guide are all evidence of this fact. In depth of service material, in breadth of coverage, in the dimension of *concern* for its readers' welfare, Good Housekeeping stands alone.



# means in terms of costs

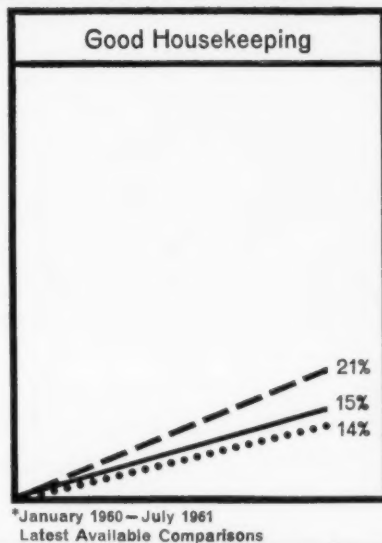
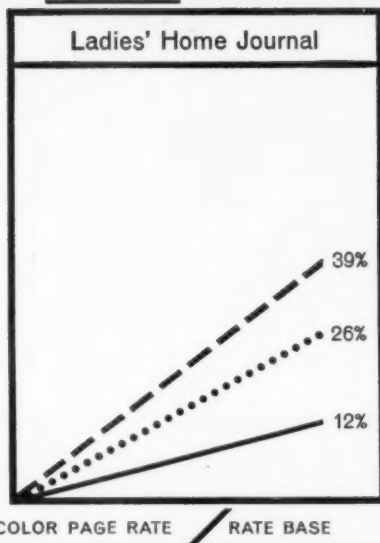
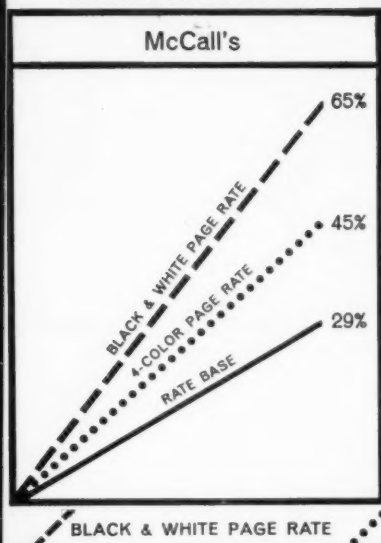
Good Housekeeping couples the highest cover price among all multi-million circulation magazines with a premium subscription price in the women's service field. At the same time, Good Housekeeping announces the maintenance of present advertising rates through 1961. Thus we confirm our policy of publishing the best possible service magazine for our readers, and offering our advertisers a high quality audience that is both selective and responsive—at an equitable rate.

We believe this philosophy of considering quality first, for both reader and advertiser, is what makes Good Housekeeping different—and what makes it a great advertising medium.

equitable rate.

We believe this philosophy of considering quality first, for both reader and advertiser, is what makes Good Housekeeping different—and what makes it a great advertising medium.

## INCREASE IN PAGE COSTS COMPARED TO RATE BASE\*



\*January 1960—July 1961  
Latest Available Comparisons

# Good Housekeeping

Magazine and Institute/A Hearst Magazine





*Mr. J. A. Handley, President of Whiting Corporation, in the Harvey plant plate cutting department.*

## **"To sell especially-engineered equipment... advertising is an essential tool"**

"Generally speaking, the objective of our advertising is to sell Whiting's ability to solve problems through creative engineering and design. A secondary function is to enhance our reputation for quality workmanship and post-sales service. To do this we must influence top and middle management, where the 'OK's' to purchase our capital equipment are made.

"That makes our advertising in strong business publications absolutely essential. Industry is not only

interested in new products and new designs, but in new ways of solving old problems, too. Progressive advertising informs as well as influences."

**McGraw-Hill**  
PUBLICATIONS  
McGraw-Hill Publishing Company, Inc.  
330 West 42nd Street, New York 36, N. Y.

*More than one million key men in business and industry pay to read McGraw-Hill publications.*

## 'what recession?'

... We don't know who originated the editorial ["How to Kill a Recession"] in your March 3 issue, but we think featuring it was a marvelous idea.

Recession? What recession? From our desk all we can see is more business than we are equipped to handle. Not that we're turning anyone away, but it's frustrating to realize that a lot of new work is there for the asking—without having the time to ask.

We've all castigated "engine Charlie" for his remark about the scratching dog. In retrospect, however, he was absolutely right. If you want work, or accounts, or new business, you've got to get out and scratch for it. It's there!

LUCIEN R. GREIF

Greif-Associates, Inc.  
New York, N. Y.

## nerves of a salesman

"What's Happened to Salesmanship?" [SM, Apr. 7] was a valuable article—but I wonder if you fully realize how valuable!

Purchased prestige auto recently. On demonstration drive asked salesman what various devices on the dashboard were used for. He answered about one-half the questions and stated: "They change the model each year and it's hard to keep up with them." (Agency carries only one make—from medium-size special to top quality line—devices on dash are approximately the same.)

When the salesman was asked, "Aren't these tires in need of a little air?" he shot back: "Are you trying to upset me?"

... Lots of luck with your drive for the return of salesmanship (low pressure) to the American business scene.

JANET R. HILL RINS

## virus and a broken toe

... Mr. Daniels has done an extremely fine job [in "What's Happened to Salesmanship?"] in highlighting the "virus" which is plaguing today's sales managers and sales forces. Please send me six reprints...

JOHN C. MORRIS

Sales & Product Manager  
The National Glazo Chemical Corp.  
Chicago, Ill.

... This is the best thing I've read along these lines in many a long year. Please note that I have a broken toe

on my left foot as a result of a door being slammed on it while attempting to sell a vacuum cleaner. This is my proudest wound.

... I might add that, having cut my eye teeth on selling in the middle thirties, I haven't found it too difficult to get back to a "rock 'em and sock 'em" approach. And I must say I have run into no resistance whatsoever when using this tactic with customers or prospects; in fact, I have a sneaking suspicion they like it.

If it's your intention to publish reprints, please send me 100. ...

ARTHUR W. SELLERS

Vice President, Sales  
Colorite Plastics, Inc.  
Paterson, N. J.

► The large demand for the article "What's Happened to Salesmanship?" has necessitated a second printing of reprints. They will be available shortly, at 50 cents apiece. Please write: Readers' Service Bureau, Sales Management, 630 Third Ave., New York 17, N.Y.

(But not all reaction to this article has been favorable. In fact, one reader disagreed so violently that he was roused to write a rebuttal. See "Time to Stop Making Salesmen the Whipping Boys," page 83.)

## over-proving a point

... The business press is mighty proud of its growth record in all measurable areas, but we must admit we just ain't growing in numbers as fast as your article ["What's Wrong with Industrial Advertising?" SM, March 17] indicates:

You depicted a 1959-1960 growth of 50% in the number of business-papers published in the U.S. ...

HAZEN H. MORSE, JR.

Vice President  
The Associated Business Publications  
New York, N. Y.

► The 50% growth in businesspapers SM erroneously placed in 1959 actually occurred in 1950-60.

## 'digested and enjoyed'

... It is almost impossible to read all of the good publications that come across the desk at the office and at home, but let me assure you that Sales Management is digested and thoroughly enjoyed.

J. W. FRASER

Assistant to Vice President, Sales  
Northwestern Steel and Wire Co.  
Sterling, Ill. (continued on next page)

# important news

## for all companies using 10 or more business cars

Fleetcar leasing—the Hertz way—is described by leading companies as "the lowest cost sales-insurance we ever took out." Find out how Hertz Fleetcar Leasing plans cater to the special needs of larger users of business cars. Discover how they're tailored for companies which best benefit from the nation's most extensive coast-to-coast leasing facilities, and from operating efficiency perfected over 30 years. Each "10-Plus" plan replaces your cars with brand-new Chevrolets, Corvairs, or other fine cars; assumes full responsibility for maintenance and repairs; and reduces the many annoying details of fleet administration to the writing of one budgetable check each month. Use coupon below to learn why more and more and more multi-car companies agree Hertz Fleetleasing makes the best business sense for them.



HERTZ FLEETCAR LEASING,  
Att. H. F. Ryan, V.P.  
The Hertz Corporation, 660 Madison Ave.  
New York 21, N. Y. Dept. D-55

Please send me your new fleetcar leasing booklet.

NAME \_\_\_\_\_

POSITION \_\_\_\_\_

COMPANY \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY & STATE \_\_\_\_\_

NUMBER OF CARS OPERATED \_\_\_\_\_

## Why Split HAIRS Over Who BUYS for Public Schools?



School board members, superintendents, business managers and architects form the "buying image" of the public school market. Precise measurement of individual buying influences varies from district to district.

Because this statement is true, your advertising message must reach board members, superintendents, business managers and school architects when construction plans are known.

American School Board Journal is the only school administrator publication keyed to school construction and maintenance . . . documenting new, proven ideas in the school plant . . . relating these ideas to current educational objectives.

With a circulation in excess of 32,000, American School Board Journal guarantees coverage of all school districts where construction is in progress or under consideration. And, to assist in mapping effective sales strategy, advertisers are provided, at nominal cost, with up-to-date, detailed reports on specific school construction projects . . . where they're building and buying.

**Send Today for Full Details About American School Board Journal's Positive Sales Building Package.**



### AMERICAN SCHOOL BOARD JOURNAL

400 North Broadway • Milwaukee 1, Wisconsin

## -SM LETTERS (Continued)

### 'nothing new about "new look"'

We read with interest your Feb. 3 article "What Will PA's Demand This Year?" We, in our purchasing department, found its message to be challenging, as well as courageous in some respects, in its expression of opinions by sales people who usually in customary discretion would leave such comments to be made by the purchasers themselves.

As a buyer, I cannot go along on some of the premises you make about purchasing's 1961 demands. For instance, basically there is no difference in what we will demand in 1961 from what we have always demanded. Rather let's say the seller, perhaps due to toughening competition, is waking up to the need to provide these things which were in demand before, but were not nearly enough appreciated by the sellers as necessary. . . .

The high position purchasing has achieved in company operations, during the last decade particularly, certainly was not built on loose attitudes toward inventory, delivery, price, value, service or creative thinking. It will just go forward farther and faster now in these respects with this more sympathetic ear from our suppliers. . . .

There is nothing new about sales' "new look" described in your article. Perhaps though, its appearance in print will emphasize the need that, now that sales has discovered it, it had better be put into use.

C. L. FRICKER

Purchasing Agent  
Lippman Manufacturing Works, Inc.  
Milwaukee, Wis.

► *Salesmen, like most people, are inclined to take the easy path. It's difficult to imagine their changing their approach to PA's without a significant change in what PA's are currently demanding from these salesmen.*

### on the companies' side

. . . I agree completely with what you have said in your April 7 editorial on the electric company trials, but up to now I've been chagrined and dismayed at the castigation that these companies have been taking from the press generally. It is refreshing to see there are some other people who share my views in this matter.

ROBERT E. WELCH

General Sales Manager  
The West End Brewing Co.  
Utica, N. Y.



# HANOVER signs sell for you

at the  
local  
personal  
level



Hanover makes your national promotion local and personal with back-lighted plastic signs to fit each of your dealers' requirements . . . Mass produces signs with a different dealer name formed in each one, with color options, and in sizes and mounting styles to fit each location. To make your marketing succeed at the point of decision, call in Hanover for signs . . . or for a complete sign program designed and created to make your marketing local and personal.

Hanover makes small signs for indoor use, and large ones—including giant spectaculars—for outdoors. Vacuum forms sign faces of acrylic plastic. Design and lettering are high-relief embossed on plain or patterned background. Colors are inside-applied to stay clean and brilliant. Lamps, ballasts, and mounting fittings are included, complete. Each sign carries UL and union labels. Economical in short runs and reorders.

**HANOVER** Plastic Signs

1825 JOYCE AVE., COLUMBUS 19, OHIO

STANDARD OIL

**FLY TWA**  
TRANS WORLD AIRLINES

OWENS-CORNING  
**FIBERGLAS**  
FIBERGLAS ENGINEERING  
& SUPPLY DIVISION

BY HARRY WOODWARD



## Edwin Cox: the 4A's New Head

Remember the famous ad for the C&O, whose headline was "A Hog Can Cross the Country Without Changing Cars"? It was the product of the fertile brain of a conservative-looking (but looks can be deceptive) gentleman named **Edwin Cox** who's chairman of the executive committee of the Kenyon & Eckhardt agency. As you read this he's just become chairman of the **American Assn. of Advertising Agencies**. (He's been its vice chairman.) Since 1933, when he joined K&E, Ed Cox has been adding to the luster of his name in advertising circles. The year after he joined the firm he was elected v-p. Despite

his business-like mien, he's a warm, personable man known as one of the clearest-thinking administrators and managers in the agency world. (David Ogilvy, leading copywriter, once paid the Cox creative genius the signal compliment of reprinting—without re-writing—a Spud Cigarette ad which Cox had written years ago.) Cox was born in Texas, around the turn of the century; after the first World War went off to the University of Illinois. The following year he began his advertising career as a copywriter. Later he was ad manager of the Celotex Co. Many people think his famous hog ad started Robert Young on his spectacular rise to national attention. . . . The Coxes have a married daughter, live in Manhattan winters but summer on Fire Island, where Mr. C. indulges his hobby of growing roses. People also say they're as pretty as some of his ad copy.

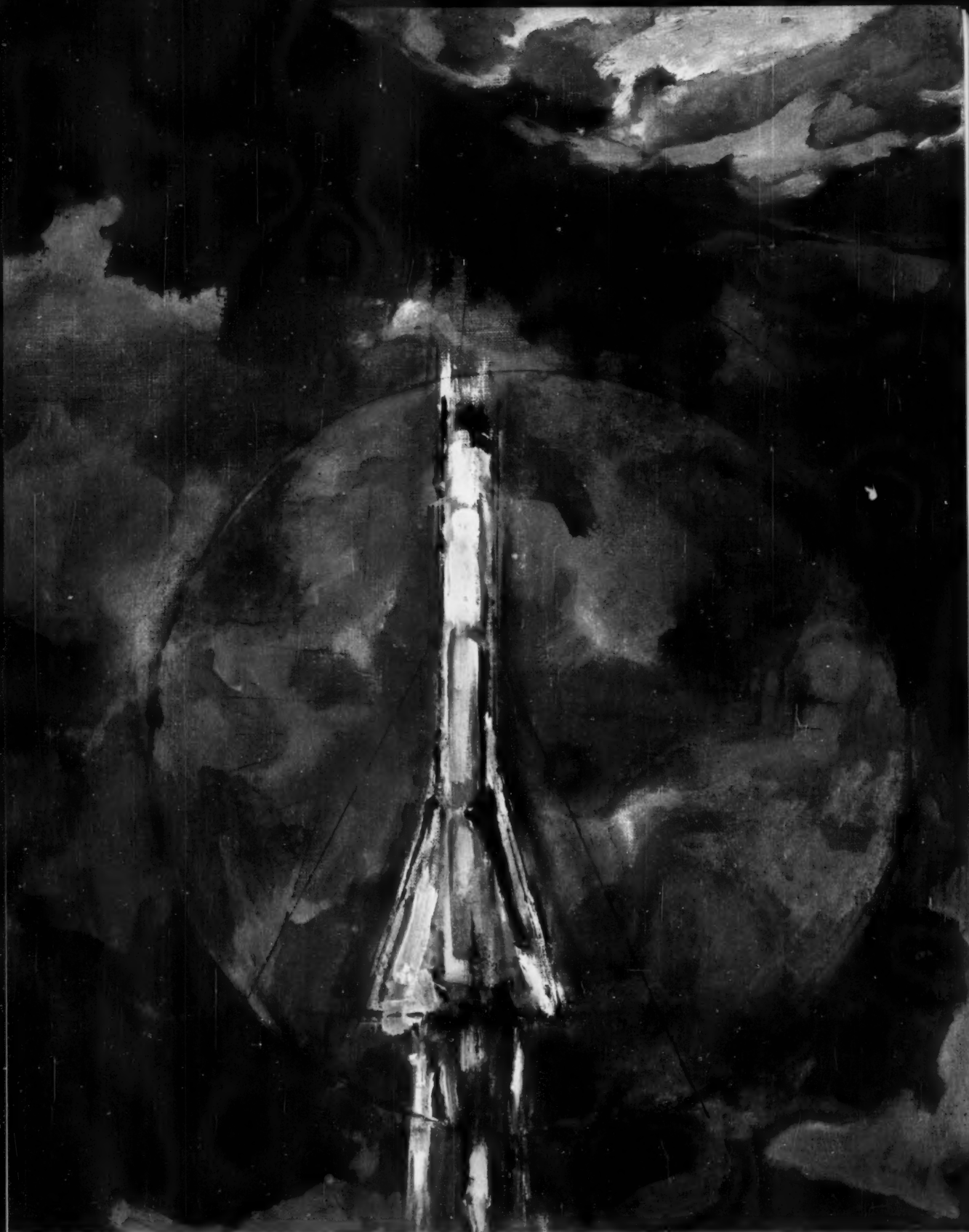
## Republic Steel's Hamaker: ZOOM!

There's steel in **L. S. Hamaker's** blood and it shows. An erect 6-footer, he's spent his entire career in the steel business. His first contact with the industry was as an operator

of a billet pusher on a bar mill heating furnace. Today he's **Republic Steel Corporation's** new v-p—marketing. But there are hidden aspects to the Hamaker personality: He is car-



happy. (His idea of a perfect vacation is to fly to Europe, then drive leisurely through France, Switzerland, Italy and Germany.) This avocation serves him well since Republic has many customers in the auto industry. Hamaker is an able speaker, much sought after for speeches before business groups. One thing people like about him is the way he keeps his mind open. For instance: Once he was greatly interested in steel housing. Now he's of the opinion that the proper role of steel in housing is in components—windows, drainage products, kitchens. After World War I, he joined the sales department of Berger Manufacturing Co., later served as ad manager for a steel company in Ohio. When it was bought by Republic he stayed on to become sales promotion and ad manager. He was made general manager of Berger when it was made a division of Republic. By '42 he was assistant general manager of sales for the entire Republic organization. In '53 he became general manager of sales and, two years ago, assistant v-p in charge of sales. He takes a keen interest in Republic's institutional as well as commercial advertising, is chairman of the firm's communications committee, which generates and passes on ideas for internal and external communications to customers, employees and stockholders.



Man's exploring mind spurs the huge aircraft-missile industry along at a fantastic pace. Communicating with the engineering mind in its own special language is a challenging editorial responsibility. **Aircraft & Missiles**, one of Chilton's 19 outstanding business magazines, does it with unquestioned success and authority. **CHILTON COMPANY**, Chestnut & 56th Sts., Phila. 39, Pa.

## Planning a promotion in the Pacific Northwest?

think  
twice  
about  
Tacoma

**Retail  
Sales  
\$364  
Million**



Washington State's Puget Sound Circle is a vital, growing, concentrated market. In selling this market, your distribution, sales, and merchandising forces cover both Seattle and Tacoma. Your advertising must do the same. That means Tacoma is an essential buy on every Pacific Northwest newspaper schedule!

**1.** Tacoma *must* be covered if you want full selling effectiveness in the Puget Sound Circle—biggest market north of San Francisco.

**2.** Tacoma can be covered only by the Tacoma News Tribune—delivering 82.1%\* coverage of the metro area. No outside daily (or combination) can provide you with merchandisable coverage in the Tacoma market.

\*Newspaper Rates and Data

**TACOMA NEWS TRIBUNE**—An "A" schedule *must*. Circulation now more than 86,000.

Ask the man from Sawyer-Ferguson-Walker Company.



# DO YOU DARE RAISE PRICES?



*Profit-squeezed manufacturers in many basic industries are itching to raise prices. They're waiting for the "right" moment — when sales turn up, when consumers start spending more. But, when that right time does come, do they dare raise prices? For, the right of business to set the price of its products—particularly the right of management to raise prices—is being questioned today by the Federal Government as never before in time of peace. On the following pages, Sales Management analyzes and spotlights the many Governmental and other pressures against price increases which are being exerted right now or are being readied for early use.*

(turn page)



# DO YOU DARE RAISE

By BERT MILLS  
Washington Editor

Free enterprise has been something less than "free" for a long time—in the sense that business decision-makers have been fettered, often as a result of their own wrong-doing, by many restrictive laws and Government rules. But, except during war emergencies, the right of a marketing manager to set the price he charges for his product has been generally conceded.

That is no longer true today and apparently it will be less true tomorrow. The U.S. Government is now asserting—not in so many words but nonetheless plainly—that the public interest outweighs private considerations and that therefore prices must be kept down.

The Administration of John F. Kennedy, after less than four months in office, has demonstrated an inordinate interest in prices. From the strictly

economic standpoint, leaving aside important political considerations, this emphasis on prices is a little hard to understand. After all, prices have been relatively stable of late. Recession conditions have prevented or postponed most price hikes, even though they have squeezed profit margins. Neither the consumer price index nor the wholesale price index has demonstrated any tendency to soar.

So why all the excitement about prices? Is the Administration seeing a bogeyman that does not exist? Let's stand off a bit and see if the answers don't appear. Let's start by looking at the people who are so worried about prices, and are in a position to exert some real influence. Take a look at the names and job titles below.

In this list of key officials concerned with prices,

## The Men

### At the White House:



President KENNEDY



Dr. WALTER W. HELLER  
Chairman,  
Council of Economic Advisers

### In Congress:



Sen. ESTES KEFAUVER  
Democrat, Tennessee



Rep. EMANUEL CELLER  
Democrat, New York



Rep. WRIGHT PATMAN  
Democrat, Texas

# PRICES?

there is only one ex-businessman, Secretary of Commerce Hodges. None of the others ever met a payroll, wrestled with a problem of raising or lowering prices, or has any other important business experience. This suggests the possibility that their unfamiliarity with business could lead to some surprising "cures" for real or imagined ills.

Running down the list of ten, President Kennedy, while an heir to an immense business fortune, has spent his entire adult life in politics, mostly as a professional liberal with a 100% pro-labor voting record in Congress. Economist Heller has a purely academic background. Except for Hodges, all of the other seven on the list are lawyers whose careers have been built to a considerable degree upon an anti-business base.

Attorney General Robert F. Kennedy hasn't had

much experience, but what he has acquired has not left him an admirer of corporate management. While running the Senate rackets investigation, he exposed many businessmen found playing footsie with racketeers.

So the cast of characters tells a large part of the story. Secretary Goldberg has spent his life as a labor lawyer battling businessmen. Antitrust chief Loevinger is a professional trust-buster. FTC Chairman Dixon has been crusading against "administered prices" for years as Kefauver committee counsel, and the Congressional trio of Kefauver, Celler and Patman has been baiting Big Business since memory of many runneth.

So much for the people in the picture. What are they up to now? What do they plan in the future? And what effect will their actions have on

## to Watch

### At the Departments and Agencies:



**PAUL RAND DIXON**  
Chairman,  
Federal Trade Commission



**ROBERT F. KENNEDY**  
Attorney General



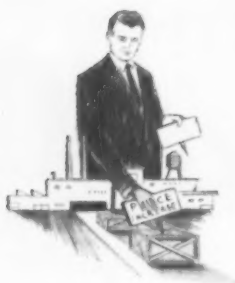
**LEE LOEVINGER**  
Asst. Attorney General



**ARTHUR GOLDBERG**  
Secretary of Labor



**LUTHER H. HODGES**  
Secretary of Commerce



## DO YOU DARE RAISE PRICES?

(continued)

business decisions? What follows is a bare-bones listing of what has happened up to now, some right out in public and some behind the scenes:

1. President Kennedy, on his 18th day in office, announced that his goal was "stabilizing or where possible lowering prices."

2. In another early action, President Kennedy established the Labor-Management Advisory Committee whose purpose is "to give direction to the general movement of wages and prices so that the general welfare of this country can be served."

3. After less than nine weeks in office, Attorney General Robert F. Kennedy dumped on an unsuspecting FTC the task of checking up on 56 antitrust cases of the past two decades, many of them involving price matters.

4. The Justice Department, which normally says nothing about secret Grand Jury investigations,

has let it be known that at least 40 such groups are sitting to consider price cases, in all major cities and in almost all basic product lines.

5. Secretary of Commerce Hodges, whose job is to help business and serve as its spokesman in Government, revealed plans to develop a "code of ethics for businessmen," because of the electrical price-fixing scandal.

6. Agitation for consumer representation in Government reaches a new high, a major goal being to protect the public from excessive prices.

The list could be lengthened considerably, but it should be long enough to prove the point that the Kennedy Administration is very much concerned about prices. This concern is not limited to illegally fixed prices but to prices in general, including both consumer items, which directly affect the cost-of-living, and industrial prices,

---

## Identical Price Bids: Often Legal,

Much of the agitation over prices centers around identical or closely similar bids by competing manufacturers on Government contracts. This was the starting point of the electrical industry scandal, and numerous other less publicized cases. In the electrical case, the Department of Justice was able to prove collusion between executives of competing concerns—a clear violation of the monopoly laws.

Identical bids are not illegal in the absence of collusion. But this is small comfort indeed under today's conditions. A manufacturer may be completely innocent of any illegal act, but in the climate that exists today, even a legal identical bid is an open invitation to trouble. At very least,

bad publicity is an almost certain result. Involvement in expensive investigations of one sort or another is another highly probable result.

The problem is by no means limited to Federal contracts. It extends to any bidding situation, including state and local governments. Any identical bids are likely to make the newspapers these days. Not long ago, City Hall officials in Cleveland opened sealed bids for 11 types of watt-hour meters. The officials expressed surprise since three of the identical bidders were General Electric, Westinghouse, and Sangamo Electric, all convicted of conspiracy to rig prices in the recent Federal case.

The story of the Cleveland meter

bids made headlines all across the nation. Included was a 2-sentence explanation by a Westinghouse representative that the meters are "catalog" items priced at figures known to 7,000 customers throughout the country. But the headlines went not to the explanation but to the charge by a Cleveland official who said: "It seems that it's almost impossible, mathematically speaking, for them to have arrived at identical bids unless they got together in advance of their bidding."

Perhaps significantly, another Cleveland official added: "We've been getting bids like this on meters for years now." (Incidentally, the same three companies submitted identical



which have a less direct effect on living costs.

What will come of this Governmental preoccupation with prices is far from clear right now. But it is apparent that irrespective of practical, legal, or competitive considerations, the company which produces a major item and which raises prices probably does so at the risk of reprisals of some sort from Uncle Sam. At very least, some unpleasant publicity could be expected if prices in any basic industries were increased. At worst, a law may be passed which will at least hamper the freedom of marketers to establish their own prices.

The President's Labor-Management Advisory Committee hasn't gotten off the ground yet but will bear the closest watching in coming months. Contrary to the general impressions, this is not just a group which the Chief Executive hopes will be useful in preventing major strikes. It has a great deal to do with prices.

As President Kennedy himself has noted, there have been similar groups in the past which "have not had a very great effect" despite "exhortations from the White House." It is worth noting that the President, while anxious to have this group succeed in helping to keep wage and price move-

ments in check, recognizes the possible conflict with traditional freedoms. He said at the first meeting of the group:

"We want to keep our economy free—we want labor to be free—we want management to be free—and we want to keep the Federal Government in its proper role. But we all, regardless of our politics—we all have to come to the conclusion that the general welfare is involved in every act we take. And I would like to see you gentlemen consider how best your interests can be served, and also the national interest. . . ."

Attorney General Kennedy was acting within his rights in forcing FTC to reopen 56 old anti-trust cases, but this is a staggering assignment which will take years to complete, force a higher budget for FTC, and divert many men from other cases. To every corporation or association brought to book by the Justice Department since 1940, the message is clear: Expect a full investigation of the old charges and judgment, including subpoenaing of records. If the case involved prices, the odds are doubled that investigators will find something on which to base a new charge.

Nor is the Government's concentration on price

(continued on page 91)

## But Definitely Taboo

bids in 1960 too, but the current prices are 30 to 60 cents a unit cheaper.) The point is that identical bids are usually normal but never before did officials get excited and never before has there been such a rash of publicity and headlines about "rigged bids." It would seem to be largely academic whether or not identical bids are legal.

The Kennedy Administration has declared war on identical bidding, whether or not reached by collusion. The first weapon will be publicity, possibly right from the White House. Senator Kefauver has stacks of records received from the Pentagon of identical bids on defense contracts, and there will be a big publicity splash

coming from that source one of these days.

If there is no law against identical bids, the Federal Trade Commission will try to find an administrative substitute and gain court support. The broad language of the FTC Act gives grounds for the Commission to issue far-reaching orders on price practices, with a good chance of court endorsement. If FTC loses in court, new legislation may be sought.

A possible point of attack for FTC is freight charges. The Commission might seek to outlaw "delivered prices" which permit distant manufacturers to meet the price of a more favorably located competitor by absorbing freight differentials. A test

case of this type may be making new legal history before long.

Another avenue of approach for FTC is a possible ban on "conscious parallel action," a doctrine trotted out nearly two decades ago but discarded after a storm of Congressional protests. FTC's Rigid Steel Conduit case of more than a decade ago met the identical price problem by forbidding parallel action. The new drive against identical prices may resort to this old doctrine, which has court approval.

The moral is plain: the only way for industry to get off the hot seat on identical prices is to find some legal way to end the practice. This will not be easy.

# U.S. Packaging Design Is Going Abroad—Slowly

**European and U.S. package design still have many differences, but as self-service and convenience foods grow, U.S. packaging styles take hold in Europe.**

In addition to the traditional spaghetti, antipasto and Chianti rosso, the Italians apparently love their "Kellogg's fiocchi," "Tide deterativo," and "Colgate dentrificio" (con Gardol). The same enthusiasm, involving product equivalents, exists among the people of France (un cadeau dans ce paquet!), Germany (so einfach! so rasch!), and other European countries.

Colgate and Tide (often called Kol-GAH-teh and TEE-deh) are familiar names in these lands, just as they are here. Package design, usually sparked by the U.S. parent company, has had much to do with the success of these products in Europe.

Sales Management asked Dr. Edmund W. J. Faison, president of Visual Research International, Chicago, about the problems encountered by American companies that market, and in particular, package, their products for European consumption.

A specialist in design measurement and evaluation, Dr. Faison cites as an area of consideration the recent and very rapid acceptance of the self-service outlet. "Once these serve-yourself markets come into being, the manufacturers become aware of the effect of their packages on the buying public. Of course, the American manufacturers are only too aware of the need for graphic design in their packages. Convincing their European subsidiaries or licensees, however, is another story. The process is often slow. After the initial aware-

ness of package design, they begin wondering about the psychological connotations of the package. In other words, they become aware of the fact that a good package is more than just a good-looking package.

"The first step," Dr. Faison continues, "is to bill-board the package; that is, to make the box or wrapper

jump out at you. Then the producer realizes the need to make the package look good, to make it consistent with market strategy. Finally, he strives to give it the feel and appearance of quality.

"Many American companies are aware of the fact that a technique which works here will not neces-



**U. S....SWISS...ITALIAN...ENGLISH**  
Kellogg adheres to a standard format in its foreign packaging strategy. An example of keying a package to a market can be seen in the use of an Italian type of bottle on the fiocchi package in place of a U. S. milk pitcher.



## ENGLISH . . . U.S.

The English package still shows a photo of the cereal factory—a practice discarded in this country 20 years ago. For Americans, Nabisco stresses pure appetite appeal on the package as shown with fruit—and, the premium offer. Adapting to U.S. styling may be slow.



sarily work in Italy or France. For example, when you introduce the American shopping method in a European country, you're tampering with the very social structure itself. Take the French housewife of average means: She goes shopping for two or three hours a day and takes another two hours to prepare the meals.

Her daily social life is wound up in that trip to the various stores. When you introduce a self-service market—a place where she can do her weekly shopping in just one hour—and then add frozen foods to her menu, you alter this routine and, in addition, affect her image before her family: 'Anyone,' it might appear to her men-

folk, can pop a frozen hamburger into a pan. Her reputation as a cook comes into jeopardy.

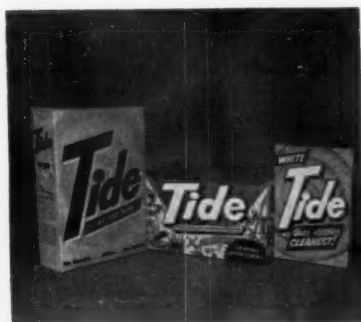
"Certainly Europeans will eventually make the same adjustments we have already made in this country, but a manufacturer wishing to sell that market now must contend with this situation."

Dr. Faison then turned to the subject of packaging materials. "You cannot select a packaging material arbitrarily," he emphasizes. "In France, for example, cookies are not packaged in cellophane as they are in England where cellophane's 'see-through' qualities are merchandisable. In France, cookies are almost always foil-packed with pictures of cookies used on the outside. For Frenchmen, at least at present, cellophane has the connotation of cheapness.

"You know," he continues, "many manufacturers think of paper first for their cardboard packaging needs. But paper is expensive and hard to get in Europe. Often they find they can do a better job with one of the plastics—and more cheaply—which probably explains why the Europeans are ahead of us in sheer innovation in the area of plastic packaging."

As to the size of the package, "Europeans are not in the 'economy-size' frame-of-mind as yet. They like to buy a little bit, and buy it often, so the giant-size packages do not sell well at all."

The packages on these pages confront European consumers in more



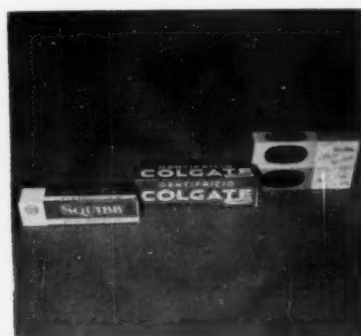
#### U.S. . . . ITALIAN . . . ENGLISH

Wide differences in package size and design are seen here. Europeans do not, as yet, like the large "economy" sizes so common in the U.S. The Italian manufacturer likes a horizontal package for Tide. Note the premium appeal on the Italian package.



#### ITALIAN

Standard Brands is not known in the U.S. for cake mixes as it is in Italy with its Royal food products. In this case, a U.S. firm decided to compete in Italy in the cake mix field rather than against the fierce competition in this country. These packages are good examples of what is being done in Europe in packaging by U.S. firms. These packages have appeal of cellophane overwrap.



#### ITALIAN

These three U.S. manufacturers, Squibb, Colgate and Pond's use identical packages both here and abroad. Squibb and Colgate packages are specially imprinted for the Italian market, but Pond's merely uses a special sticker.

## U.S. Packaging Design is Going Abroad—Slowly

(continued)

than 50 new self-service markets each month in France (where about 25% of the volume in leading detergents is sold through self-service markets). In Germany, serve-yourself stores are opening at an equally rapid rate. But,

the country with the highest number of self-service outlets, proportionate to its population, is Sweden—a nation which also enjoys the highest per capita freezer capacity on the Continent. For Sweden, this means more

retail automation, more merchandising, more need for graphic, effective food-packaging design.

These improved conditions for convenience foods will be true for other European countries—and soon. ♦ RAK



### SWISS . . . ITALIAN . . . FRENCH

Procter & Gamble, Lever Brothers and Colgate-Palmolive detergents in the Swiss, Italian and French markets. The Omo package illustrates the new interest in "price-off" deals in European markets. The Swiss package employs both French and German on packages.



### EUROPEAN INNOVATIONS

The European package is often ahead of the U.S. in design and materials. While we are just beginning to use plastics in imaginative food packaging, Europeans have had packages like these (above) for many years—flavor essence in plastic "pineapple," wiener mustard in plastic tube, and a lightweight, economical paprika package (the seal is a piece of cellophane tape).



### U.S. . . . ENGLISH

This English detergent manufacturer departs completely from the parent company's package. The U.S. version uses lots of punch, is almost brash. The English package is an example of classic restraint for soap and detergent. Clear difference in taste.



### U.S. . . . ENGLISH

While there are many similarities between the two packages above, no one would fail to guess that the U.S. package is the one at left. Smaller size of the English package is in keeping with European desires and the whole copy approach is keyed more to the adult members of the family.



### SWEDISH

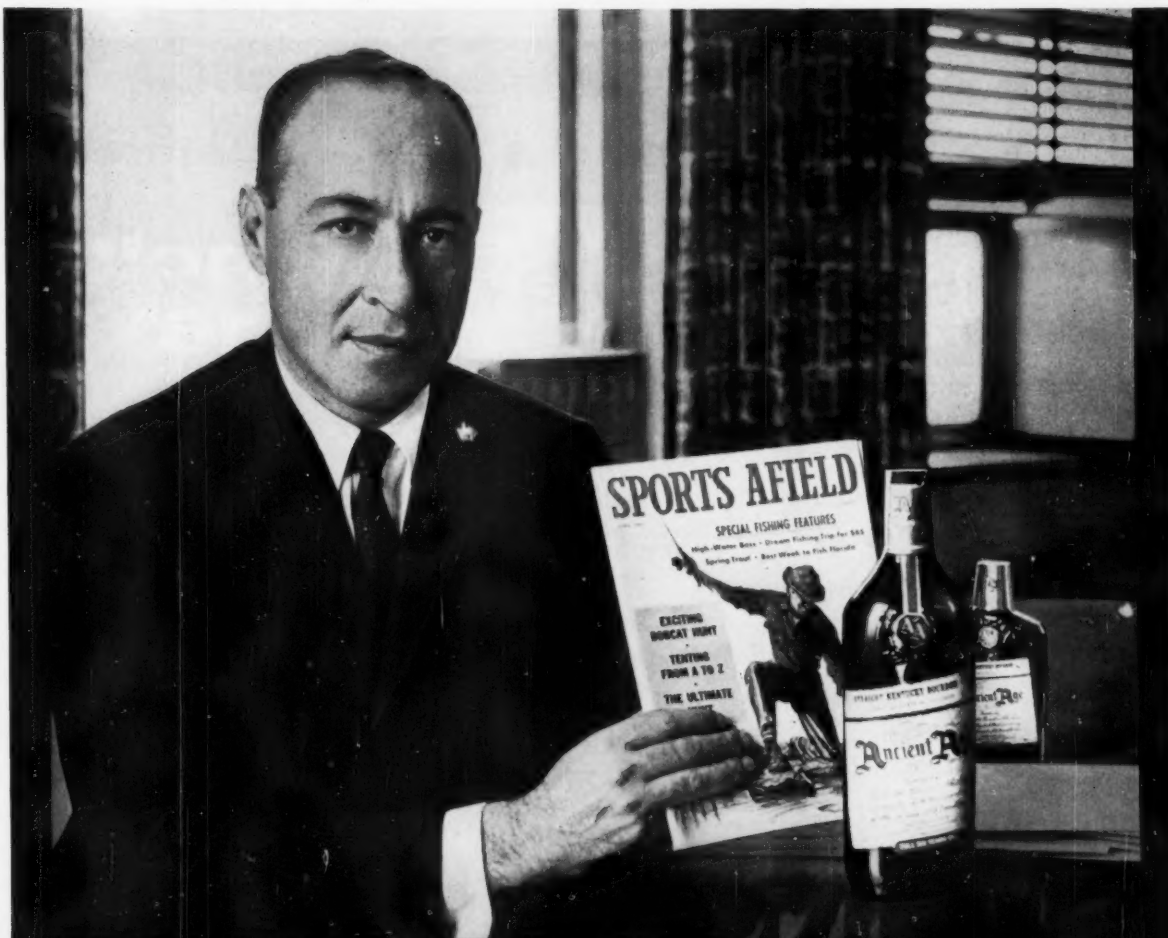
Manufactured, packaged and marketed by Europeans for Europeans. Swedish manufacturers set up processing plants where the produce grows, regardless of national boundaries, and then markets it from there. Here, Findus of Sweden packages two frozen food packages for the British market.



### ITALIAN

Not all packaging ideas come from the U.S. In fact, American packages face tough competition from some European designers. Here, two Italian packages demonstrate how in one case spaghetti packaging has been elevated to the level of high appeal to appetite which we reserve for cookies and cocktail snacks; and, in the case of KAF, how the package has been designed to sell in many countries.





Mr. Edwin Parets, Advertising and Sales Promotion Manager, Schenley Distillers Co., says:

"Our Ancient Age salesmen call on their best prospects first. So does our advertising...in **Sports Afield.**"

Sports Afield readers are the kind of people we want to reach. Sports enthusiasts. Friendly mixers who do a good bit of entertaining. People who can afford and appreciate fine whiskey. That's why Sports Afield is a basic buy in our extensive national magazine campaign for Ancient Age, and has been since 1955. We credit Sports Afield with an important assist in making Ancient Age the largest selling 6 year old Kentucky Bourbon in America.

Advertising and Sales  
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to Sales Managers:**

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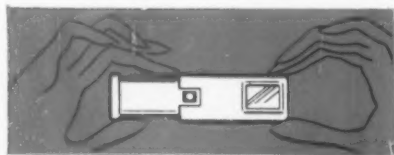
Easier to use than a box camera.

Click in shutter speeds 1/30 to 1/500 and B.

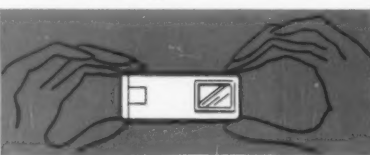
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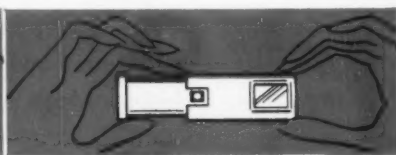
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# How to Develop Better Field Sales Managers

*Three vital facets of the field sales manager's job—business management, communication, manpower development—should be getting top management attention. Here's what the top sales executive and his field managers can do in these stress areas.*

By WALTER J. SEMLOW  
President  
Barrington and Co., Inc., Management Consultants

**T**HE ONE MAN in your marketing organization who's right out there on the firing line all the time, in closest touch with salesmen and customers, is the field sales manager (or regional sales manager, district sales manager, or whatever the particular title is in your company).

Because he is on the bottom line of the organization chart showing managerial jobs in marketing, he's often thought of as the last link in the chain.

Actually, he's not the last link but the first link. He is the man who, in the last analysis, must see that the sales people in his area do their allotted tasks as required and as planned.

There are three vital but rather intangible facets of the field sales manager's job that are worthy of top management attention—three areas you can concentrate on to develop better field sales managers:

1. Business management
2. Communication
3. Manpower development

## **The Business Aspects of the Job**

It is in the field sales manager's

job that the individual begins to do more than sell the products and the proposition of the company. It's here that he begins the process of melding the properties of salesman and businessman. As the individual moves up the ladder of advancement, he must continue to develop his abilities as a salesman, but he becomes more and more a businessman.

He's top management's voice in the field. He must know, understand, and be able to support and defend—to salesmen and to customers—practically all company objectives, policies, and procedures.

He must be conscious of the expenses of marketing and their effect on company profit, and he must take a part in the planning and control of expenses under his jurisdiction without weakening needed selling effort.

At the same time, in his role as the representative of top marketing management in the outposts of the market place, he must be able to report upon conditions in his territory which are beyond his control and which are interfering with the attainment of his objectives. He must not only report

them, but to qualify fully as a member of the management team, he must make carefully considered suggestions as to what should be done about them.

There is one extremely important part of the business management portion of the job which often gets lost in the maze of other lesser parts: the management of one's time on a businesslike basis.

Most work falls into these four basic categories:

- Routine work.
- Emergency work.
- Special work.
- Creative work.

These kinds of work have been listed in the order of increasing importance to the man who is progressing in a managerial career.

► Routine work is the least important and consequently worth the least. Creative work is the kind of employment of one's time which assures continued advancement up the managerial ladder and is worth the most.

The best examples of the time-stealing routine work in which so

# How To Develop Better Field Sales Managers

(continued)

many managers become heavily involved at the expense of other more important and valuable work is what we all know as "paper shuffling." Some men, beginning to learn managerial work for the first time, have serious trouble with paper shuffling, get so glue-fingered around paper work that they can't get rid of it.

It is extremely unfortunate that a desk, and a chair, and paper—lots of paper—are associated so closely as the main trappings and symbols of the status of the managerial job.

Much more paper work is essential to managerial work than to non-managerial work. The bigger the business — and the more complex, better-organized, and better-planned and managed the business is—the more paper work there will be. But, it won't all be routine paper work. The problem is to distinguish between the routine and the important, and shuck off the routine—fast.

A manager should never do any repetitive work which someone else can do as well.

The only excuse for a field sales manager's laboriously compiling sales statistics of his own is that headquarters is slow in getting him the information he needs to manage his division; if this is so, he should complain, complain, and complain until something gets done about it. But he shouldn't become a bookkeeper himself.

► Emergency work is listed as the second type of work because it's usually defensive rather than creative. It is often referred to as "putting out fires" and includes handling of complaints and doing repair jobs on mistakes (usually somebody else's mistakes). It's almost always unpleasant, too.

Your man can't duck this one entirely. But a frequent mistake is the conviction that only he can put out this particular fire. A second error is to put off facing an unpleasant situation so that it becomes progressively worse. There will always be emergencies to be handled in any managerial job. But if he has the required information and authority, he should

face the emergencies promptly and decisively, and he should dispose of them.

Next up the scale in importance is **special work**. A sales conference is an example of important, special, and non-routine work. Others are attendance at conventions and doing favors for key customers.

► Creative work is the pay-off. The most important part of the creative end of the job is the planning and programming of operations in the division in such a way that a better-than-ordinary increase in sales volume on desirable items results.

Purposeful and pinpointed work aimed at strengthening the company's position with specific present accounts is creative. So is work on new accounts, new items and new markets. Catalogued as "creative" is the work of keeping tabs on results, in comparison to the division's planned objectives — and taking remedial action at once where required.

And last but far from least, the time put in face to face with cus-

tomers is creative time, provided it's with a definite purpose and with a specific end in view. Never, but never, should the field sales manager call on a customer just to "say hello."

This emphasis on creativity doesn't mean he has to be one of these creative geniuses who sprays out ideas by the dozens but somehow doesn't have time to get the real work done. He should always be alert to better ways to plan and do things, passing the proved good ideas along up the line for the benefit of others.

Rule of thumb: at least 60% of field sales managers' time should go into creative work rather than work of less importance and value.

## Communicating—Up, Down, and Sideways

Equal in importance with the business management aspects of the field sales manager's job is the responsibility for good clear communication—to and from those above him and those below—to say nothing of those on his own level.

This factor of communication

## Memo to Field Sales Managers

You are the first line in Management.

Yours is the key job of representing company management to salesmen and customers, and to know, understand, and support company objectives, policies, and procedures.

Your job is the training place for more responsible managerial jobs as time passes. Make the most of your opportunities to learn how to do a better job.

Be a salesman, of course, but be a businessman, too.

Learn to manage your time so that it is mostly on creative work. Don't get shackled by easy-to-do but time-consuming routine work and, most especially, don't develop glue fingers on paper work.

Be a good communicator, upward, downward, and at your own level. There are many men who know the score but whose progress is limited because they are not good communicators.

Don't be an autocrat: use good communication instead.

As the first link of management, handle at your level all communication problems you can; pass along up the line only when necessary—and only after evaluation. Remember the "doctrine of completed work."

Take pride in doing a good job of developing manpower. Help the younger fellows to get a good start.

Weed out the "goers" for their own good at the same time you help the "comers" along.

There can be no greater compliment for any manager than the words: "He is a good developer of men."



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a cellophane with greater transparency than any other?

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a cellophane that cuts meat wrapping costs up to 10%?

a cellophane that keeps potato chips and other high oil-content foods saleable 50% longer?

a cellophane that withstands sub-zero temperatures for months without shattering?

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a cellophane that gives tough, tight wraps for the largest, boniest cuts of meat?

a cellophane that keeps cupcakes, pound cakes and jelly rolls fresh 12 days instead of 7?

a cellophane that stays clear and sparkling under constant refrigeration?

a cellophane that assures maximum resistance to cockling?

a cellophane that combines greater economy, stability and durability than any other?

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*Strong claims? Of course, but each is backed by exhaustive laboratory tests or actual customer reports.*

*And we're working constantly to develop other new cellophanes to give your product maximum protection and sales appeal.*

*If you have a cellophane packaging problem, see your Olin representative or converter. We probably have just the cellophane to meet your specific needs. If not, chances are, we're already working on it.*

**PACKAGING DIVISION **  
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would be listed first, except that without the creation of a clear-cut and complete division program to start with, there could be little point—and a lot of activity and time wasted—in communication.

There isn't much the field sales manager can do about communication from above except to question hazy and incomplete communication from his boss when and if it occurs, and thus insure that his understanding of what the boss had in mind is clear.

But, communication to and from

those below, and communication to those above and at his own level, is his responsibility and his alone—once he understands what you want him to communicate.

Most of us have to work hard to learn how to be good communicators. This applies to verbal and written communications alike. Rarely do you find a man with the ability to put himself in the other fellow's place and frame a communication (oral or written) so clearly that it exactly conveys his meaning in terms the recipient will surely understand.

General Ulysses S. Grant had a sure-fire insurance policy on his communications. He had a certain Captain Brown on his personal staff, and he used the captain frequently in communication with President Lincoln. When Lincoln complained about Brown's stupidity, Grant said he was indispensable: "Whenever I have a general order to be sent out, I draft it up and give it to Brown. When I have rewritten it a few times, so that Captain Brown can understand it, I am absolutely certain that anyone in the army can understand it!"

Probably the one communication error encountered most frequently is the tendency to start to communicate before all of the required thinking has been finished and tied down. The fellow guilty of half-baked communication feels that to save face he must continue to back his losing horse, come what may.

Good communication requires continuous attention; it cannot be sporadic or reserved for emergency; it is an essential part of the way of life of a good manager in the modern sense. On complex subjects, the message must be repeated many, many times: Don't trust just one impression to get the idea across.

► The concept of communication as a 2-way process involving the right of free thinking and free speech on the part of the subordinate is not new, but it's too seldom fully applied. The better the boss, and usually the higher he is placed, the less autocratic he will be.

A modern business institution cannot be run like a military organization, but the military is to be credited with origination of the doctrine of finished work. Reduced to simple elements applied to communication, this doctrine says: Never say to your superior "I have just come upon this problem. What should I do?"

Instead, put yourself in position so that you can say, "This problem has come up. I have analyzed it as follows and believe that the solution is thus and so. If you agree, will you please approve?"

The field sales manager should handle as many problems as possible on the spot, without bothering superiors up the line except to report what he did.

The superior, too, has a responsibility to communicate. In fact, until the boss takes the field sales manager into his confidence, gives him a sense of belonging, and credits him with having a good brain, he's not in position to communicate to his salesmen the whys and wherefores of what they must do, and the long-term

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### A THREE-DAY ADVANCED TRAINING PROGRAM FOR SALESMEN

to be held June 12 to 14, 1961  
at the Hotel Roosevelt, New York

As every sales executive knows, the effective training of his salesmen is a major responsibility—also a major challenge. Yet, upon the state of training of these key men depend not only sales volume and a proper share of the market, but company profits as well.

In response to an often-expressed demand, the Dartnell Institute has established a series of short training programs for salesmen—new and experienced, alike—under the direction of Henry L. Porter, for many years manager of sales training at Standard Oil Co. (Indiana). At these sessions the sales executive can supplement his own training activities by letting the nationally-known professionals on the Dartnell staff help his men through

"no-holds-barred" discussion of their selling problems. So far, over 470 salesmen from 197 companies have received the benefits of this training.

Highly concentrated and tightly-knit, this advanced Dartnell Institute program not only provides a salesman with improved basic selling skills but, just as important, gives him a new concept of his place in the company and a reinforced attitude toward his responsibilities to himself, his company and his customers.

No training program is ever any better than its staff. For the three-day meeting beginning June 12, the Dartnell Institute has assembled a top-flight "faculty" which, in addition to Mr. Porter, includes the following men:

Richard S. Lopata  
Marketing Management, Inc.

Reginald G. McHugh  
Phillips Marketways, Inc.

Paul M. Stokes  
Rogers, Slade & Hill

Dr. G. Herbert True  
Visual Research, Inc.

Prof. Charles L. Lapp  
Washington University

For further particulars about this conference, return the coupon below.

#### OTHER DATES WHEN THIS PROGRAM WILL BE PRESENTED

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## TIME is the shape of the money market

Circulation concentration in top one-third counties for  
ACTIVITY IN FINANCE, REAL ESTATE & INSURANCE

TIME The Weekly Newsmagazine	58.2%
Holiday	55.6%
Life	53.9%
Sports Illustrated	51.9%
U.S. News & World Report	51.6%
Newsweek	49.5%
Reader's Digest	49.0%
Look	45.6%
Better Homes & Gardens	44.2%
Saturday Evening Post	43.3%

SOURCES: Sales Management's "Survey of Buying Power" (5/10/59) and latest available publishers' reports—TIME (3/23/59) • Holiday (March 1957) • Life (10/26/59) • Sports Illustrated (3/2/59) • U.S. News & World Report (3/28/58) • Newsweek (3/2/59) • Reader's Digest (April 1959) • Look (3/18/58) • Better Homes & Gardens (April 1959) • Saturday Evening Post (3/14/59)

Almost all of America's finance, real estate and insurance activity (58.2%) is concentrated in just one-third of the nation's counties. In these dynamic dollar centers, TIME concentrates more of its circulation than does any other magazine circulating over half a million. Here is substantial evidence of TIME's unique ability to get your message to top customers and prospects.



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## Fairchild 8mm Motion Pictures

*with  
Sound*



## A BRAND NEW WAY TO SELL

Here's a motion picture system that opens new opportunities for your sales force: Fairchild's Cinephonic 8 mm Sound Camera and Sound Projector. They now make it financially and physically feasible to put the excitement of color, action and sound into your salesman's presentations.

**Many Uses:** Other companies are already using this camera and projector for many kinds of lip-synchronized films, both color and black-and-white. Sales presentations. Equipment demonstrations. Trade shows. Training movies. Plant safety films. The list could go on and on—there are as many uses as there are ways of selling and information, teaching and training.

**Low Cost:** Just \$11 for color film to produce a 5-minute story. And the equipment: only \$508 for the camera and projector together.

**Camera—Easy to Operate:** Almost anyone in the sales or advertising departments can make good sound movies with the Fairchild Cinephonic Camera. It records sound directly onto a thin magnetic stripe on the film as you shoot the action. A built-in, rechargeable nickel cadmium battery powers the camera and its transistorized sound system. To work the camera, you simply set the volume level, aim and shoot. It's that simple.

**Projector—Versatile, Simple:** The projector has all the attributes of a modern tape recorder. With it, you can erase sound; or you can add sound over sound. For example, you can put your own commentary over previously recorded sounds, without erasing them. If the price of your product changes, you can change the sound track yourself.

The 400-ft. reel capacity lets you show your own 20-minute sales movie to as many as 50 prospects at a time.

Operation is simple. To thread, just follow the printed line on the projector. A simple lever synchronizes sound with action. Two speeds: 16 and 24 frames per second.

The projector weighs only 24 lbs., so it is easy to carry to your customer's office. It can become an integral part of the routine sales call.

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benefits which will come therefrom.

### Manpower Development

The future prosperity of any business, as a whole, depends upon the abilities of all its management executives to work more creatively and effectively than their counterparts in competing firms. This applies all the way up and down the line in every marketing function, and especially to the responsibility of field sales managers in the very vital area of manpower development.

The field sales manager is the key man in the development of trainees into effective, producing salesmen and potential managerial material. With new recruits the first on-the-job training comes under his watchful eye, and he makes sure that the time and money invested in trainees produces the desired return in the form of men well prepared to advance in the company.

He can't pass the buck on this responsibility to a sales training department because, except for indoctrination, all training must be done on the job, and in a manner that encourages concurrent self-development.

Sales trainees and salesmen are not all the same in quality. Seldom will any five or ten men have exactly the same potential for growth — and here is a serious problem.

► Some of these men are "comers," the ones who have high potential in brain, energy, personality and capacity to learn and to grow into supervisory jobs. Others are what we call "goers," the ones who after a year or two have made little progress compared to the "comers." "Goers" are only occupying a place which should be occupied by a potential "comer." These slow developers should go — go elsewhere into jobs with some other company more suited to their capacities and talents. They should not be allowed to sit around and demoralize the rest of a productive staff with their own inadequacies.

It's unfair and unkind to a "goer" to delay facing the issue with him. Put him on the right track early enough in his career so he may adjust to his limitations. It's just as important for the field sales manager to watch for and weed out the "goers" as it is for him to give special help to "comers."

The development and the proper utilization of the human resources of any business is a major responsibility of management. Here again we find the field sales managers, as a group, in a key spot because of the numbers of men they are responsible for. ♦



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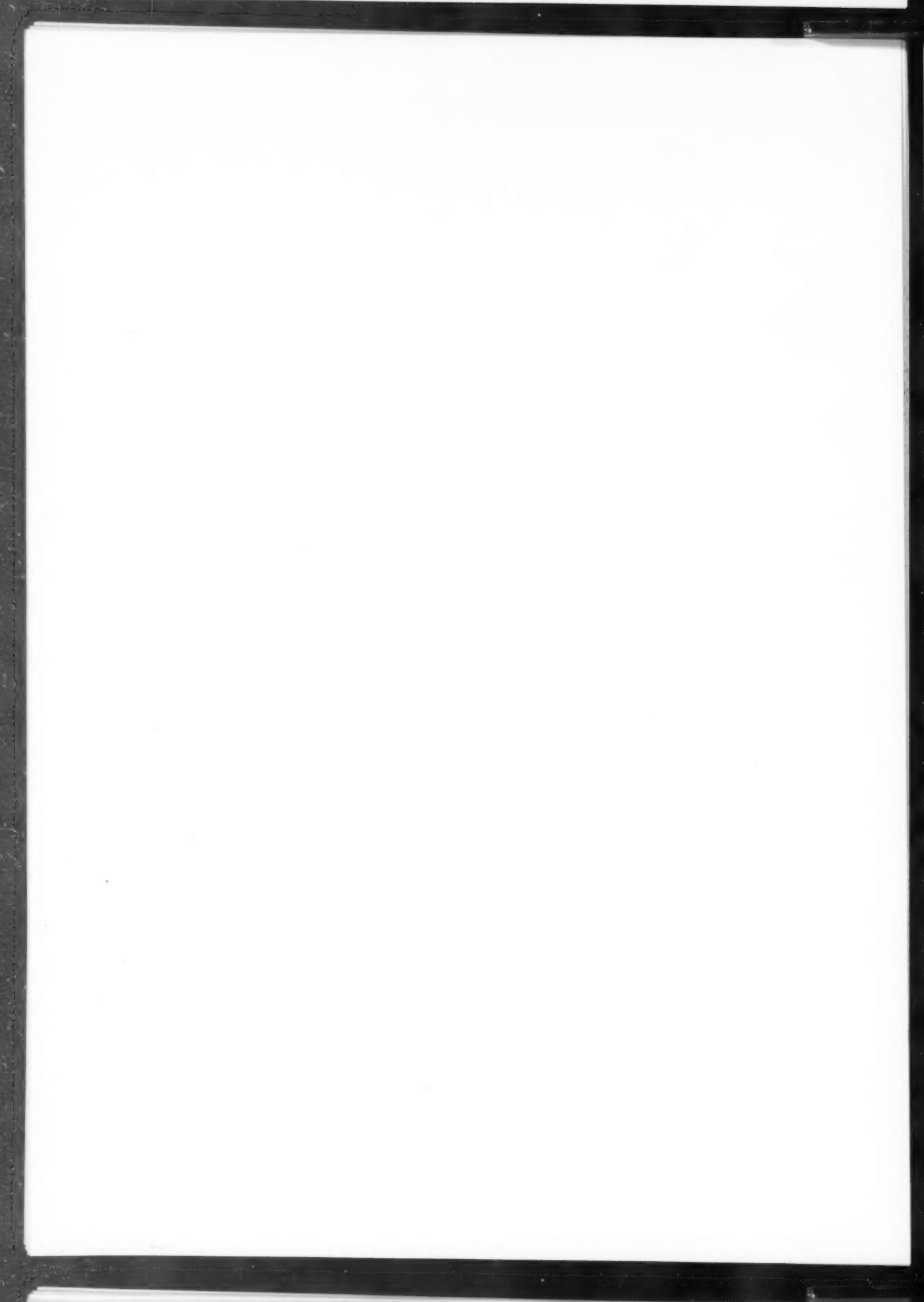
Your copy of the study, detailing the past, present and future of the industry, will be delivered to you this spring, months before the September publication of this bonus issue. For the first time you'll be equipped to follow—and capitalize on—the fast-developing trends in your industry.

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# Smaller Cities Lead In Population and Sales Gains

Our American cities, especially those under 1 million in population, continued in the 1950-1960 decade to forge ahead in the national nose-count.

As against a national gain of 20.4%, urban centers in the 10,000-and-up class gained 31.3%, but in the 5-million-and-over cities, the gain was miniscule—only 43 thousand total.

The gain was especially marked in the number of cities now having 10,000 or more people. From 1,233 such cities in 1950, the total jumped to 1,705 as of the end of 1960, or a gain of 38.5%.

In retail sales these same urban centers had 68.8% of the nation's total in 1948, and 70.0% last year.

These deductions, plus others to follow in text and table, are abstracted from Sales Management's thirty-second annual Survey of Buying Power, to be published May 10.

It should be noted that the figures quoted in this article are for the

municipal boundaries of cities. While the population figures do not include the people residing in the unincorporated satellite suburban centers clustered around the large central cities, the retail sales made by city outlets usually include sales to non-residents. The table gives a revealing story of where people are living and where they are doing their buying.

► Back in 1948 there were tremendous differences in retail sales opportunities among the seven city-size groups. But today no single category is outstanding.

Especially noteworthy in retail sales gains are the 204 cities in the 50,000-99,999 population group—a gain of 58% in six years and 109% in 12 years. Those advertisers that have an automatic cutoff point of 100,000 in city-size population may be missing a big bet.



Also of tremendous importance are the population and sales gains in the

19 cities between ½ million and 1 million population. Ten years ago the total population of these cities was 53% as large as the total of the five cities over 1 million, but today the figure has jumped to 74%, and in total retail sales they account for 84% as much business as the five larger centers.

Last year's total sales for the cities, villages, and hamlets under 10,000 population amounted to \$66 billion or 30% of the U.S. total, admittedly a small slice of the national pie; nevertheless, this slice was 35% larger than the total retail sales of the nation in 1929—the first year of publication of SM's Survey of Buying Power.

In the table that follows, population figures for January 1, 1961 and retail sales for 1960 are estimates of the research department of Sales Management. Population figures for 1950 and retail sales for 1954 and 1948 are official figures of the U.S. Bureau of the Census.

## Population and Sales by City Size

CITY SIZE	NO. OF CITIES		POPULATION (000)			SALES (\$000)				
	'61	'50	 Estimates 1/1/61	1950	% change 1961/50	 Estimates 1960	1954	1948	% change 1960/54	% change 1960/48
1,000,000 & over	5	5	17,447.6	17,404.5	+ 0.3	25,467,351	22,320,280	18,942,765	+14.1	+ 34.4
500,000 to 999,999	19	13	12,912.7	9,186.9	+40.6	21,399,164	13,453,713	11,341,173	+59.1	+ 88.7
250,000 to 499,999	30	23	10,636.9	8,241.6	+29.1	17,376,905	13,430,012	9,882,652	+29.4	+ 75.8
100,000 to 249,999	83	65	12,359.1	9,478.7	+30.4	20,987,852	15,858,414	12,475,239	+32.3	+ 68.2
50,000 to 99,999	204	126	14,208.1	8,930.8	+59.1	22,868,111	14,493,568	10,958,412	+57.8	+108.7
25,000 to 49,999	406	249	14,043.6	8,710.9	+61.2	21,980,556	14,884,347	26,268,933	+47.7	+ 74.0
10,000 to 24,999	958	752	14,858.0	11,515.2	+29.0	23,724,636	19,738,541		+20.2	
Total Above Cities	1,705	1,233	96,466.0	73,468.6	+31.3	153,804,575	114,178,875	89,869,174	+34.7	+ 71.1
Balance, U. S.	.....	.....	84,964.0	77,228.8	+10.0	66,026,268	55,788,873	40,651,374	+18.4	+ 62.4
U. S. Total			181,430.0	150,697.4	+20.4	219,830,843	169,967,748	130,520,548	+29.3	+ 68.4

**Florence**

**is unique**

She walks in beauty,  
vital as the television market she  
symbolizes. Florence is  
unique—the fifth largest single-station market  
in the nation. No other single  
medium effectively serves  
this growing agricultural-  
industrial area.



**WBTW**

*Florence, South Carolina*

*Channel 8 • Maximum power • Maximum value  
Represented nationally by CBS TV Spot Sales*

*A Jefferson Standard Station affiliated with  
WBT and WBTW, Charlotte*





## STRATEGY

a hard-learned lesson  
in U.S. marketing

Several foreign auto makers are finally earning diplomas in U.S.-style marketing. It's been a grueling course--learning what it takes to compete successfully against the U.S. auto-making giants. . . . First, it takes clear-cut product strategy: To drop the "me-too" models; to stick to distinctive products or better ones than currently delivered by U.S. marketers. Note that the foreign firms that are surviving, and even expanding, are avoiding head-on competition with Detroit. They're selling the small, high-quality, low-cost car that's different and cheap to operate; or the classic foreign sports car; or the expensive status symbol. . . . Success also takes a strong sales and service organization, and the importers are scrambling harder than ever to build them. . . . And it takes advertising that's imaginative, such as Rolls-Royce's; or hard-hitting, as in this new campaign: "Sure you can buy a Volkswagen for \$4 less or a stripped-down Falcon for \$375 more, but look how much more value you get in a Hillman."

Many foreign auto marketers report their sales curves are heading up again, that they're really here to stay. British car makers are cheering over the \$48 million in orders they wrote at the International Automobile Show. They have apparently learned their marketing lesson--a not-too-complex one that applies to almost any company, competing in any market.

## TRAVEL

it's time to cut  
auto mileage costs

Cost-conscious sales managers are keeping a close eye on the salesman's whereabouts. They're giving more attention to how he allocates his time, how he plans calls and itineraries. They're watching the rising cost of keeping him on wheels, and seeking ways to reduce it. . . . About 72% of sales executives in all industries are making a "special effort" to cut travel costs, according to a recent poll of our Sales Leadership Panel. Two major efforts were pinpointed: (1) The trend to compact cars as cost cutters--while only 41% are now using compacts, another 20% are considering giving them a try. And among the compact users, only 21% weren't able to reduce costs. (2) The trend to leased cars--of the 71% making or planning a change in fleet ownership, more than half will shift to more leased cars. Another quarter will go to more salesman-owned cars; less than a quarter, to company cars.

Footnote on the traveling salesman: Business is on the upswing, according to mileage reports. When sales are hard to make, the salesman puts more miles on his car; when sales come easier, mileage drops. Wheels, Inc., big Chicago auto-fleet leasing firm, reports that average mileage has been dropping from recession levels back toward normal totals since January. Average mileage per salesman was 1,799 in March '61, down from 1,901 miles in January and 1,932 in March '60. The firm claims its figures have proved to be an accurate short-term index of business conditions in the past. Try it yourself.

## SELLING

big new competitor  
for commercial sales

Many marketers will soon get some formidable new competition for commercial, institutional and industrial customers. It will come from Montgomery Ward, now busy setting up an ambitious "contract and commercial sales department." The new unit will be no less than a full-fledged national sales force to sell Ward's merchandise, supplies and equipment to contractors, builders, large business firms, public and private institutions, even Government agencies. . . . First phase of the program: Each of 57 Ward retail stores will be set up with a commercial sales manager, sales staff, and--note this--a decorator and a draftsman, for the extra-service touch. The giant retailer hopes to combine its vast buying power and national distribution system, along with financing plans and other "extra services and economies" for customers, to open up a whole new market. . . . Note: While Sears, Roebuck has had a "commercial sales department" for years, it apparently has lacked such aggressive beat-the-bushes thoroughness.

## BIGNESS

the ultimate  
business target

Keep an eye on "big business." The break-'em-up tune is being sung again; many in business and Government will chime in. The clamor started with the electrical price mess, was followed by the recent criminal indictment of General Motors for illegally using "its vast economic power" to monopolize the diesel manufacturing business. . . . Now watch for a new surge of demands to reduce the size and power of giant companies. Pressures will come from not-too-big manufacturers, Congress, the Administration. Some will seek to limit big business' growth, by requiring pre-notification of merger plans and price hikes. Others will go all out to "break 'em up."

## ADVERTISING

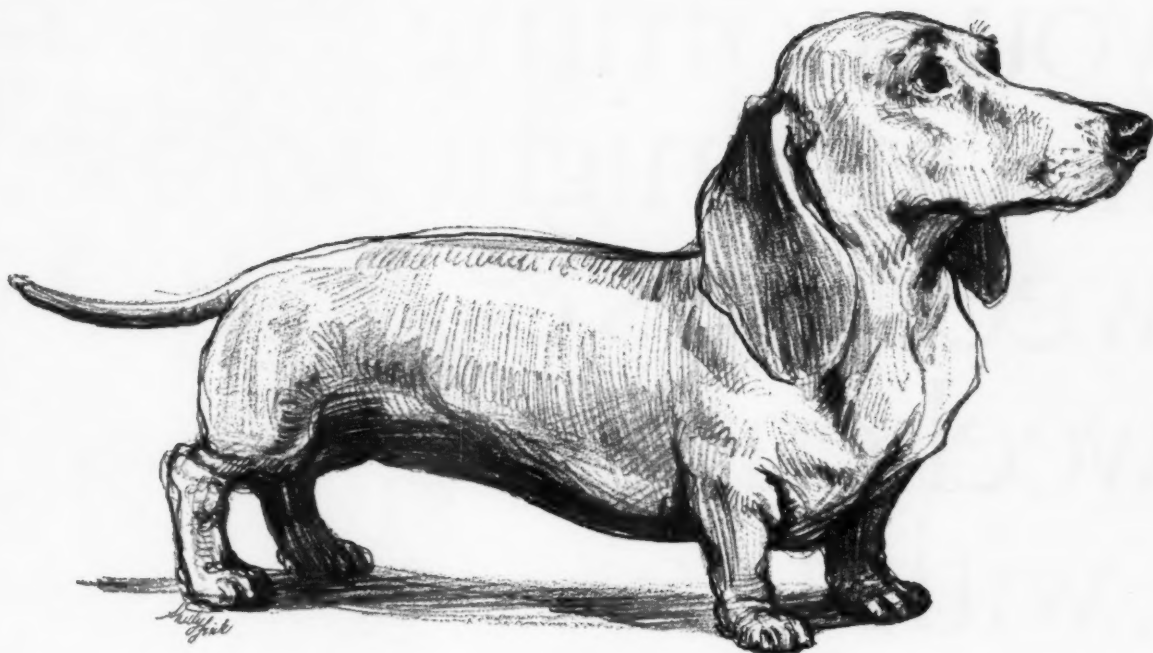
FTC's Dixon  
eyes it . . .

False advertising is no minor evil, and Federal Trade Commission Chairman Rand Dixon is not planning "any lopsided enforcement program" that would overlook it. To Dixon (who won a "strong anti-monopoly" man reputation as Kefauver's aide) "false advertising becomes a monopolistic weapon as vicious as any other." He recently reminded the Assn. of National Advertisers that, before his arrival at FTC, such major marketers as General Motors, Ford, Chrysler, Colgate, Eversharp, Alcoa, Standard Brands, Sears and Macy's had been hit for misleading ads. He added: "Not only will false advertising continue to be a major target of the Commission, but heavier, faster-firing guns will be brought to bear on it."

. . . but even  
Uncle Sam needs it

Even Uncle Sam finds advertising advisable at times. He's about to jump into the tourist promotion business in a big way. The sales target: doubled overseas travel to the U.S. by 1964. The sales tool: a \$2.5-million-a-year ad budget to be invested in foreign media. A "sales manager" (whose title might be "director of the office of international travel") will be paid \$20,000 a year to sell U.S. travel to citizens of 12 foreign nations. His annual marketing budget may reach \$4.7 million. . . . The program is on the President's "must list" for swift enactment.

## Prolong your protection . . .



## with American Credit Insurance®

The moment your product is shipped, title passes . . . and your credit risk begins. From that point on, the only protection for your accounts receivable . . . for all the working capital and profit your product represents . . . is commercial credit insurance. An ACI policy, with new and broader coverage, is the soundest way to prolong your capital protection.

Sound market expansion, too, is a major benefit of American Credit Insurance. You can confidently *add more good customers, sell more to present customers.* Today, as for 68 years, an ACI policy is important to sales progress and good financial management. *Call your insurance agent . . . or the local office of American Credit Insurance.*

### 12 WAYS CREDIT INSURANCE CAN HELP YOUR BUSINESS

Its advantages are spelled out in a helpful ACI booklet, yours for the asking. Write AMERICAN CREDIT INSURANCE, Dept. 59, 300 St. Paul Place, Baltimore 2, Md.


A subsidiary of COMMERCIAL CREDIT COMPANY, which has assets of over two billion dollars.



Now Godfrey  
can sell for  
you morning  
noon & night  
weekdays &  
weekends  
...with the  
new Godfrey  
Extension Plan  
on the CBS  
Radio Network







**G**ODFREY in a variety of peak listening times. Godfrey when men (and wives who work) are home! Now you can put Arthur Godfrey's unrivalled salesmanship to work with full flexibility. The new Extension Plan offers the specific audiences you want, at strategic times, plus the greatest salesman in broadcasting.

**A**DVERTISERS who sponsor one ten-minute segment of top-ranking Arthur Godfrey Time can now buy six additional program-integrated Godfrey commercials—as only he can deliver them—placed where they promise to do the most good.

**T**HIS PLAN really extends your Godfrey Time buy. Typically, it just about triples the number of different people reached and gross weekly audiences go up almost six times. And this isn't just more people reached. This is more people reached—by Godfrey! It is a most impressive new advertising opportunity. We'd welcome your reaction to it. Call your CBS Radio Network representative for full information.

# ORGANIZED HOPSCOTCH

## For Effective Sales Control

**W**ITHOUT an organized sales-call program, a large, rambling territory will throw most salesmen. Inevitably, much of the best potential is lost—especially that of the outlying districts. With scores of miles separating each prospect or customer, the salesman naturally tends to give more regular attention to the accounts close to home; these become the sure thing. When he does reach the boondocks, where big potential may lurk in solitude, he does so only sporadically—seldom profitably.

The James Manufacturing Co., Fort Atkinson, Wis., was especially vulnerable to this problem in trying to cover the widespread, rural territories dictated by the nature of its products—farm equipment. With the sales control program that follows, it has been able to get productive, even coverage in all areas, with a steadily increasing number of regular sales calls.

► Bill Stenquist, sales manager in charge of dairy and hog line sales, conceived of the new plan. "In a depression-prone industry such as we serve," he says, "we have to reach more and more prospects if we are to move ahead. So, we knew we had to find some way to reduce mileage, travel time and, at the same time, increase sales calls."

James Manufacturing salesmen are specialists in what Stenquist calls "power choring." And he adds, "There are few chores that the farmer must do manually if James is in the barn."

The company produces incubators, barn cleaners, silo unloaders, cattle feeders, milkers, mechanical poultry feeders and many other fully automated devices designed to allow the farmer time to operate his tractor as well as enjoy some new-found leisure time.

"Here's the way we've set up our sales control program," explains Stenquist. "First, we define a given territory which a salesman will serve. This may be several and as many as ten counties. We establish a circle, having a 50-mile radius from his home, on a county outline, highway map. Actually, we consider this 50-mile radius to be a 'drive-home' distance. Beyond this, the salesman arranges for overnight lodgings."

► Next, Stenquist divides the territory into from four to eight sections. The number depends upon the physical size of the territory as each section is set up to take one week of a salesman's time. Stenquist is guided in his division lines by counties, highways, trade areas and distances.

Four sections is minimum except for a populous one-county area. Eight, on the other hand, is maximum. "Even eight weeks," he says, "is a long time in which to maintain sales-call continuity."

As shown on the chart (Fig. 1), each section is then divided into a 5-day work week represented by the letters a, b, c, d and e.

"At this point," continues Stenquist, "we instruct each salesman to

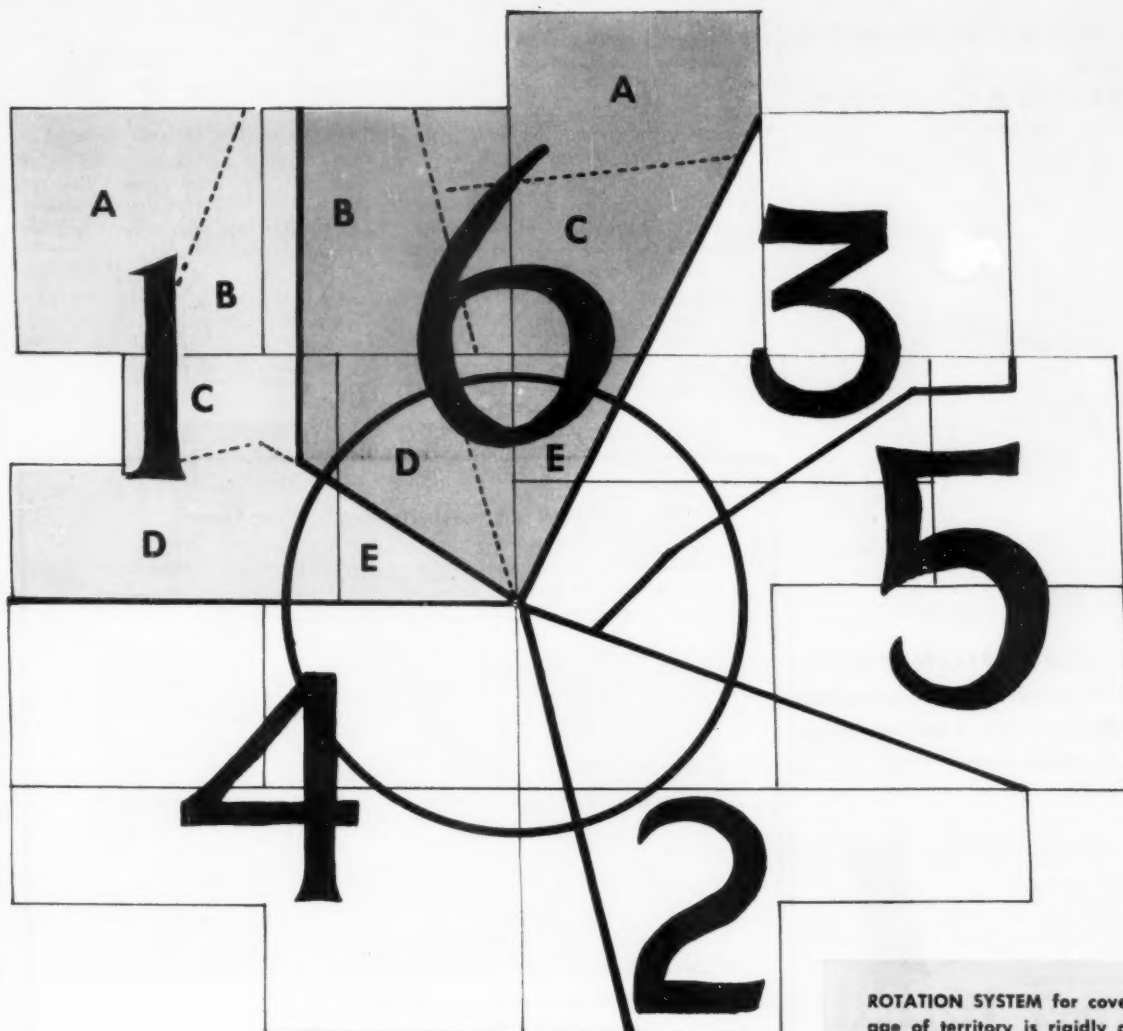
prepare, in duplicate, a listing by territory section of dealers, competitive dealers, call points, and potential outlets for the salesman's particular product lines. His points of call include dairies, large farmers, milk plants, milk haulers, county agents, teachers, agricultural leaders and even bankers.

"Then we have our men locate stayover points for Monday, Tuesday, Wednesday and, in some cases, Thursday nights. And we ask them to keep the cost of lodgings down. Tourist homes fill the bill adequately.

"The men are told to plan their work three weeks in advance. Obviously, forward planning with this outline is unlimited. The men then go to the farthest point in the section elected for that week and begin to work their way back."

Stenquist quotes some solid sales management philosophy to support the distant starting point. "That's the secret of effectively covering the extreme outlying areas in each territory. The men are fresh when they arrive out there. It's not a second-thought proposition. They can attack the problems of the farmers and dealers in that area on the basis of its being prime business, not a once-a-year sales call.

"From Monday morning on," he continues, "our men are working toward home. And this has a certain positive effect upon them. They save time and mileage by not doubling back sporadically, wasted motion by covering the area as we know it should



**ROTATION SYSTEM** for coverage of territory is rigidly organized but flexible. Salesman starts at farthest point in Section 1(a) and works toward home by Friday (center). Note: while in Section one, he is close to "6" and "4" to meet rush calls, which he would not normally cover for several weeks. In the second week, salesman begins at 2(a), in the opposite corner.

be covered. And they make the best use of the daily selling hours at their disposal.

"Looking at the territory chart [at top of page], Section 2 is, geographically, opposite to Section 1. When our man is in Section 1, he is near Sections 6 and 4, available for an emergency call in either of them. When he's in Section 2, he's adjacent to Sections 4 and 5. Likewise, when he's selling in Section 5, he can make a quick foray into Sections 2 and 3 if a rush call comes in."

Alternating weeks place the salesman in opposite corners of his territory so that he is either in, or adjacent to, every section every third week. The company feels that this is sufficient call-back interval. A dealer will wait if he knows a salesman is that close, that often.

As with most salesmen, emergen-

cies do arise, and "Jameswaymen" are occasionally called off their regular call schedules. But, Stenquist insists: "If they're called off, they must move ahead with the week's schedule when they return to the field. For example, if a man is working Section 3 and is called out on Thursday and Friday for a meeting or other emergency, he starts Section 4 the next Monday, if 4 is his next regularly scheduled area. He must not alter his schedule. That is what causes a breakdown of the system and leads to random sales calls. When it happens, the whole idea of covering the outlying, spread-out areas by planned scheduling has been defeated.

"The salesman can make up the lost calls the following week by squeezing out extra time late in the afternoon or on Saturdays. Or, if he cannot make them up during the

following week, he'll attend to them when they next appear on his regular schedule. It is better to miss four or five less important calls than to deviate from the plan."

Stenquist advises his salesmen to save their mornings for dealer calls and stock writing chores. "Their time and energy is valuable to them, and to the company. We want them to use their peak energy on dealer sell-

## LATEST ADVANCE IN VISUAL AIDS



easel with paper pad

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- Paper Pad Presentations ● Blackboard Chalktalks
- Flip Chart Presentations ● Card Chart Speeches
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easel. Rigidly  
supported on four  
legs. Arlington's  
easel combines  
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state \_\_\_\_\_

ing in the morning when they are fresh. They are instructed to make afternoon appointments for trips to extreme rural areas on special farmer calls, prospect calls with dealers or for closing equipment deals.

"One fact which the men know as well as we do," he adds, "is that practically every dealer could double or triple his business if our salesmen had the proper time to devote to him. Well, our men now have that time—IF they plan it as we outline it for them. We believe a man should sell a deal every time he calls on a dealer."

Stenquist encourages his men to project their own work. "We want

them to set their own territory volume quota," he says, "and list the approximate dollar volume they want from each county, by equipment lines appropriate to the area. When they know what they reasonably want an area to produce in sales, they can work out the steps toward attaining that volume. This aids them in activating dealers or seeking out and appointing new ones.

"The average man works 100,000 hours in a lifetime," he tells his men. "Since you cannot reasonably expect to escape these hours of labor, why not make them as productive as you can?" ♦

RAK

### How 'Jameswaymen' Use Time

Each salesman at James Manufacturing receives this "use of time" chart. In this manner, Sales Manager Stenquist carefully defines the profitable working hours of the salesmen he hires.

Average territory man travels yearly	30,000 miles
Average speed of travel per hour	40 miles
<b>30,000</b>	
<b>40</b>	<b>=</b>
	<b>750 hours travel time</b>

#### DEALER CALLS

Calling on 6 dealers 24 times yearly equals	144 calls
10	180
15	180
15	120
9	54
<b>55</b>	<b>678 calls</b>

#### DAYS IN THE YEAR

Reduced by Sundays	52 days	
Legal Holidays	6	
Vacation (1 week)	5	
Sales Meetings	12	
	<b>75 days</b>	<b>minus 75</b>
		<b>290 days</b>

If you remove Saturdays 52

If you are entitled to 2 weeks  
vacation, add 5 more days **5** reduces total by 57 days

**Days left to do the work 233**

And this does not include: demonstrations, fairs or Farm & Home weeks, dealer open houses, bad weather, car repairs, sick time.

#### SUMMARY

Number of dealer calls required **926**

This figure is computed on the basis of the 678 calls outlined above plus an additional, although non-standard, 248 calls in allied fields, such as feed mills, colleges, contractors, etc.

Number of working days	233
Number of calls required per day	4
Annual \$ volume minimum goal	\$150,000.00
Daily volume required	\$ 644.00
Volume required per call	\$ 161.00





## this computer has 16,500 rubber parts

A powerful, solid-state IBM 7090 data processing system, with the maximum number of component units, contains more than 16,500 individual rubber parts. The parts range from molded wire contact relay dampers to the extruded rubber platen assembly. The system is used in the design of jet engines and nuclear reactors, among other applications. It can perform 229,000 additions or subtractions in one second!

Without the rubber industry, this and most other machines wouldn't exist.

Rubber is a vital and basic part of modern technology. In much the same way, RUBBER WORLD is a basic part of the rubber industry. For more than 72 years RUBBER WORLD has supplied its

industry with the most complete and up-to-the-minute information available.

This was never more true than today, when RUBBER WORLD leads its field in editorial innovation and in circulation vitality.

By any comparison, RUBBER WORLD is the dominant book.

- 23% more circulation among rubber products manufacturers than the next magazine in the field.
- 66% more circulation among natural and synthetic manufacturers and fabric, machinery and equipment manufacturers.

**RUBBER WORLD**  
630 Third Avenue, New York • 17 • N. Y. • Telephone YUkon 6-4800



# MODERNIZATION

■ The "before and after" pictures show six of the group of SOHIO stations modernized in 1960. The man in the middle of all that modernization is Alfred B. Carmitchel, SOHIO's Manager of Construction. Behind it all is National Petroleum News.

As a result of Carmitchel's reading of one NPN feature, and the criteria contained therein, he was able to generate new interest in evaluating a modernization program upon which a considerable sum was spent in 1960, and still more will be spent in the years to come.

In service stations, as in all oil marketing operations, the key to profits today is modernization. To make a profit today, stations have to be able to serve more of the traffic... better and faster. The modernization to do this can include everything and anything that can be done to a service station from submerging pumps or improving TBA merchandising to twenty-four-hour operation. The search for profits in today's mobile marketplace enlarges some stations, closes others and builds more.

It's the same with bulk plants and terminals. Modernization is the key to profits. Faster loading rates, automatic metering, faster turnover under the rack are what will up profits. Trucks, too, have to deliver more, faster. Modernization again!

Oil marketing management men, like Carmitchel, in the major oil companies' headquarters, division and district offices, and in the independent (jobber) oil marketing firms look to NPN for useful, money-making ideas—profit-making ideas. That means, today—modernization ideas.

If you have a product that will help oil marketing management to profitable modernization of any of its operations, advertise it in National Petroleum News. NPN promotes modernization editorially. Advertising in NPN sells products for modernization.

**NPN**

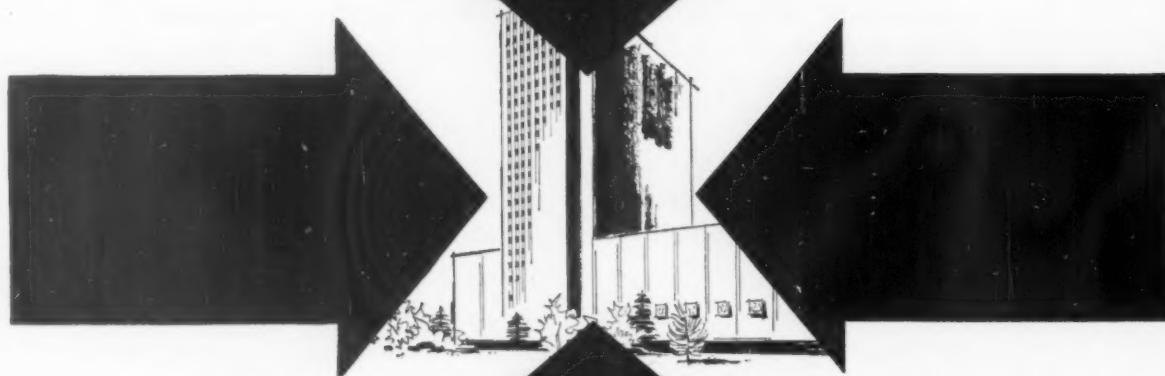
**NATIONAL PETROLEUM NEWS**  
For Oil Marketing Management



A McGraw-Hill Publication  
330 West 42nd Street,  
New York 36, N. Y.



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WHAT'S  
NEW  
IN  
PLASTICS



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Come profit with plastics in the \$4 billion marketplace • See the National Plastics Exposition—this huge show is the major event in the plastics industry • Sponsored by The Society of the Plastics Industry, Inc. • 250 Park Avenue, New York 17, N.Y. • Advance registration forms now available • Please make requests on company letterhead.



9TH NATIONAL  
PLASTICS  
EXPOSITION  
NEW YORK  
COLISEUM  
JUNE 5-9  
1961



# Test for Selling Supers

(How Will Your Salesmen Measure Up?)

By E. B. CALDWELL\*

## The Product

1. List the claims of superiority on our product.
2. List the claims of superiority on competing brands A, B, C and D.
3. In your market, state the relative percentage of total sales enjoyed by our brand and by brands A, B, C and D.

## Costs—Terms—Credits

1. Define f.o.b., c.i.f., sight draft, bill of lading, waybill, drop shipment, l.c.l.
2. What is the cost per case on our product for delivery from our plant

\*Manager, Newspaper Service Dept. Parade Publications, Inc.

to a customer in your territory via carload, truck, drop shipment, less than carload, pool car?

3. Name the chief sources for securing credit data on a customer—and maintaining the information on a current basis.
4. What are the legal restrictions on quantity discounts, promotional allowances, and other terms of sale?

## Packing and Packaging

1. Describe the advantages of our shipping case in relation to (a) safe arrival of the product, (b) selection in a warehouse, (c) identification in the storeroom of a store, (d) ease of opening and price marking, (e) use as a display unit.
2. Name the advantages of the pack-

age containing our product from the standpoint of (a) competitive shelf visibility, (b) ease of price marking, (c) ease of stacking, (d) consumer information.

3. How many square feet of shelf space are occupied by a case of our product?

## Pricing

1. What is a store's dollar investment in our product per square foot of shelf space (carload buyer)?
2. At a gross profit of 20%, what dollar profit does a store make per square foot of shelf space per week where sales are at the rate of one case per week?
3. What retail price will produce for (continued on next page)

## Greensboro- GREEN THUMB OF THE NEW SOUTH'S MARKETS

*In The Top 20 In Total Retail Sales*

## Watch Food Sales Sprout

Hungry Metropolitan Greensboro Market ranks high in food sales in the South's top markets—ahead of Baton Rouge, close behind primary markets like Nashville, Knoxville and Chattanooga. Feed your sales story through the Greensboro News & Record—the only medium with dominant coverage in the Greensboro Market and selling influence in over half of North Carolina. Over 100,000 circulation; over 400,000 readers.



*Greensboro—In the Top 20 Retail Markets of the South and in the Top 100 of the Nation.*

Write on company letterhead for "1960 Major U. S. Markets Analysis" Brochure of all 300 Metropolitan Markets.

# Greensboro News and Record

GREENSBORO, NORTH CAROLINA • Represented Nationally by Jann & Kelley, Inc.

# Together for good reason

Persons who participate in similar activities develop an interest in each other that results in mutual respect and understanding. This is especially true of families who read **TOGETHER**. Their active participation in church and community affairs — largely on the leadership level — establishes a framework within which communication is natural and spontaneous.

**TOGETHER** is their magazine. It exerts substantial influence in over 900,000 homes. So will your product story when it is in . . . . .

## Together

*The midmonth magazine for Methodist Families*

740 RUSH STREET, CHICAGO 11, ILLINOIS



an average supermarket the maximum dollar profit per week?

4. How much additional merchandise must a store move in order to get the same dollar volume if our product is put on special sale at a gross profit of 10% instead of at a regular shelf price showing a gross profit of 20%?
5. How does the cost of moving our product from the back door of a store into a customer's shopping cart compare with other products from the standpoint of clerk handling, time required for marking, stacking, etc.?
6. Give a simple description of turnover and return on the investment using our product, and the average sales, investment and gross profit on our product in a store doing \$25,000 a week.

### Advertising

1. State the circulation of the morning and the evening newspaper in your headquarters city, and the circulation in your headquarters city of Life and The Saturday Evening Post.
2. State the advertising rate paid by a store using a page of newspaper space per week in the evening paper.
3. State the national advertising rate of the newspapers in your headquarters city.
4. Name the TV stations in your headquarters city and state their chain affiliation (ABC, NBC, CBS, etc.).
5. What is a newspaper cut, a mat?

### Displays

1. State the type of in-store display material which has been approved for use by each of the three largest accounts in your territory.
2. Describe a test display you have made recently to show results which might be made by other stores using the same idea.
3. What is the relative sale of our product when the store displays it on the bottom shelf, the next higher shelf, at eye level, above eye level?
4. What associated or related products used in a joint display are most effective in increasing sales of our product?

### General

Name the members of the buying committee in the three top accounts in your territory. ♦

More people are reading  
The New York Times than  
ever before



Weekday circulation is  
744,763—up 58,517  
over 1960



Sunday circulation is  
1,400,826—up 28,887  
over 1960

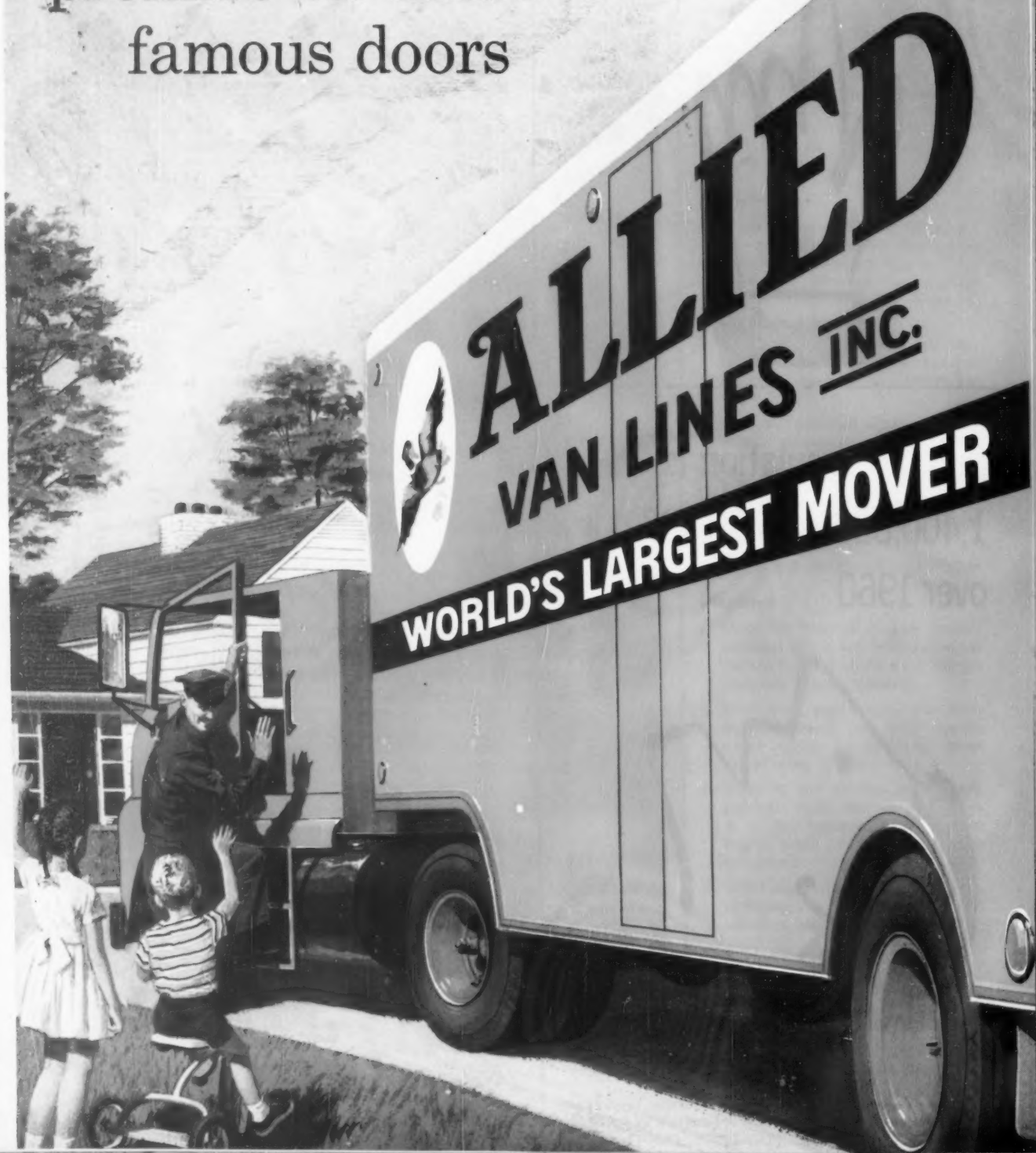


This growth of The New York Times is one of the most exciting newspapers stories in the U. S. In the past ten years The Times has grown in circulation more than any other New York newspaper. In fact, in the past ten years The New York Times circulation growth has been one of the greatest of any U. S. newspaper. Grow along with us. Any of our advertising representatives will gladly give you details.



*(These are average net paid sale figures for the six months ended March 31, 1961, compared with figures for the same period a year ago.)*

The day you move a family...  
look behind the  
promise on these  
famous doors







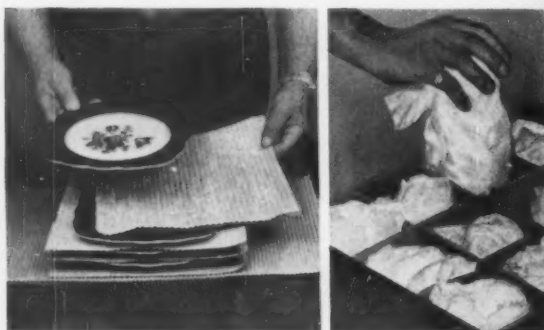
*You can always*  
**Trust your**  
**Allied Man**

**ALLIED VAN LINES INC.**

←  
LIFT

# A little more know-how, a little extra care!

*(Just what you'd expect from the world's largest mover.)*



**New "no mess" way** to pack your china, glassware and bric-a-brac . . . *Kleen Pack*. See how each item is individually wrapped and placed in its own compartment. Safe as in your own cupboard. So clean they don't need washing when unpacked.



**Special scratch proof wrapping** safeguards your valuable paintings and mirrors. Each is placed into its own scientifically designed, fitted container.



**These thick, quilted pads** provide chip-proof, shock-proof protection for your refrigerator, range, washer, dryer, and other major appliances.

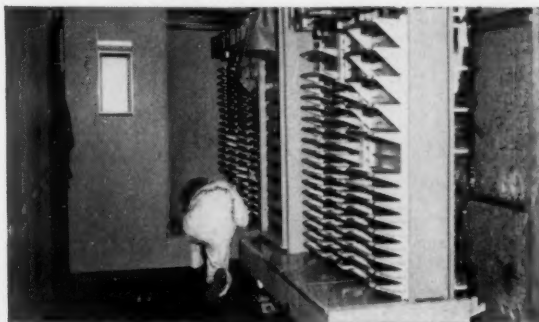




**Clothing arrives fresh, clean, wrinkle-free,** thanks to Allied's big, roomy, dust-proof wardrobes. Portable wardrobes were developed by Allied to make a difficult moving job easy.



**Here's how we protect your TV, Hi-Fi set and record collection from shocks and bumps.** Cabinets are wrapped in thick padding. Records go in special shock-proof carton.



**Even million dollar cargoes** can be safely moved anywhere by Allied. Your Allied Man has the know-how and the special techniques to move even the most delicate electronic equipment.

**FREE MOVING TIPS BOOKLET!**

Write: Allied Van Lines, Inc.,  
25th and Roosevelt Road,  
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**ALLIED VAN LINES**  
NUMBER 1 MOVER ON THE HIGHWAY



## THE NEW 707 ASTROJET\* JET AGE: STAGE II

Now offered in regular transcontinental passenger service, American Airlines' new 707 Astrojet brings you a new standard of jet performance by the airline that's *first choice of experienced travelers*.

Powered by revolutionary new Jet-Fan engines, the 707 Astrojet greatly outperforms all other airliners. It takes off more quickly, uses far less runway than the best of standard jets. Aboard it, you experience a wonderful feeling of confidence as the Astrojet climbs swiftly to

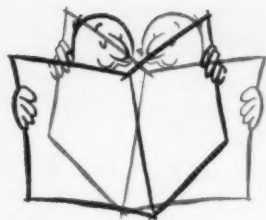
cruise easily, smoothly, within the transonic range—faster than any other jetliner in the world.

In keeping with its 25-year tradition of leadership, American is proud to be first in bringing you this new dimension in jets—this historic new era in air travel.

**AMERICAN AIRLINES**  
America's Leading Airline

\*Service mark of American Airlines, Inc.





**#5 of a 5-part series on:**

# How to DOUBLE Your Reading Speed

Are you buried under an avalanche of business reading? Don't stay among that vast majority of harassed executives who are content to read only half as fast—and as well—as they should. Here, in the last of five lessons, is what you can do about it.

The sales manager is probably more aware than any other executive of the necessity of critical, evaluative reading. Media surveys, product claims, and sales reports, for example, must be read with a sharp eye to distinguish fact from inference, to discover implications that otherwise might register an unconscious impression.

But how many men have a definite method of critical reading? You don't make business decisions haphazardly; nor should you acquire information (on which you base decisions) haphazardly.

These two approaches will give you a sound basis for evaluating practical prose. First, make a running analysis of a selection as you read it; second, make a comparative analysis after you have read it.

**Running analysis:** While you read, always differentiate between reports and evaluations. A **report** is the factual account of an event as it happened. There are two kinds of reports: the firsthand report made by an eye-witness, and the secondhand report that is based on firsthand reports of others. When secondhand reports cannot be checked against firsthand reports, they should be accepted only tentatively. At the end of each of the two World Wars, for example,

newspaper readers in the U.S. were presented with premature accounts of the conclusion of an armistice with Germany. These secondhand reports were contradicted by firsthand reports within a short time. This same confusion occurs daily on a smaller scale.

An evaluation is a judgment based on first- and secondhand reports. An evaluation can appear by itself, or it can be thoroughly mixed into parts of the report. It is possible, of course, for a writer to draw an incorrect inference from correct reports. Furthermore, in highly persuasive writing, evaluations may masquerade as reports. Finally, in reading anything that provokes a strong emotional response, a reader may unconsciously read an evaluation as a report or the reverse. Here is where a healthy skepticism and a questioning attitude will help you to test the strength and validity of an author's theses, purpose, and evidence. Extensive use of marginal notes, especially when you wish to distinguish reports from evaluations, will facilitate running analysis and subsequent comparative analysis.

**Comparative analysis:** Running analysis helps you to judge a selection on its own merits by internal evidence. Comparative analysis takes the process a step further, allowing you to

evaluate a selection by comparison with others. The extent to which you can use this technique is completely dependent on the scope of your knowledge in any subject. The contribution that comparative analysis can make toward comprehension and evaluation is too obvious to labor here, in this day when your attention is assailed by so much printed matter on every side of every question.

This final article deals with reading various types of material and reviewing the techniques you have been acquiring. A timed exercise is included against which you can match your primary scores. If you have been earnestly applying these new techniques then you will notice an astounding improvement in your reading skills.

In the first article of the series, you read a selection in Sales Management to determine your reading rate. Now, to check on your improvement, turn to page 85 and prepare to read the article entitled "Time to Stop Making Salesmen the Whipping Boys," which contains approximately 2,300 words. Just before you begin, note your starting time. As soon as you finish the article, jot down the time again. (Use a clock or watch with a second hand.)

Then, as before, write down the ten most important ideas you remember from your reading. When you have completed these, find your reading rate by dividing the number of words (2,300) by the number of seconds it took you to read, and multiplying your answer by 60. Has your reading rate improved? How do you feel about your comprehension?

► Chances are you've improved in both areas. But if you haven't made much progress, don't be discouraged. Above all, don't stop practicing. Remember that you are trying to replace reading habits which have been firmly established since childhood.

You have had to become conscious of the way you read, and while you are concentrating on improving technique, you may find that you don't absorb as much of the subject matter as you are used to. For this reason, you should try for the present to approach reading in two ways. If you must cover some important material in a hurry to obtain needed information, forget about techniques and concentrate on content. In your regular everyday reading sessions, however, remember to practice the following techniques faithfully. Soon they will become as habitual as your old reading methods (or lack of them) and you'll find that you have become a really efficient reader.

(continued on next page)

1. **Phrase-Reading** — the basis of higher reading rates, better comprehension. Become aware of phrase-groups and learn to absorb these groups in a single fixation by practicing phrase circling, space reading. Free yourself of the see-say-hear habit by practicing mumbling (SM, March 17).

2. **Pre-Reading**—first step to an efficient reading approach (SM, April 7). Decide by a 2-minute survey whether you must read an article thoroughly, or use the techniques of skipping and skimming.

3. **Skipping and Skimming**—tools of the reader who can cover ground fast but thoroughly. Remember you can skim for a particular fact or for main ideas—there's a method for each (SM, April 7).

4. **Concentration** — being an involved reader is a most important factor. Learn to become involved by reading with a purpose, asking questions, and anticipating (SM, April 21).

Good reading skills—along with your ability to communicate effectively—are your basic tools in making the most of your brainpower, but you must know how to adapt them to your specific purpose in a given reading

situation. Elmer Doakes might do beautifully on a driving range, but put him on a golf course and his tremendous drives won't do him a bit of good without fitness and a knowledge of the game. Similarly, the reader must know how to adjust his pace and his methods according to the type and difficulty of the material. And, as we have pointed out, he must be able to take advantage of whatever typographical and other aids are offered. To be specific:

• **Magazine and business publications** — Most of our discussion has involved this type of reading. Be sure to use pre-reading, skipping and skimming. Slow your pace on difficult material. Don't waste time on articles that have little value for you. Use the typographical signposts offered by your editors. Give editorials special attention, using all the critical reading techniques at your command.

• **Advertisements**—Sales executives can appreciate the special contribution advertisements make to business and our economy. But how many approach advertisements as systematically as other features when reading a periodical?

Try this approach: Be businesslike. Read ads as carefully as you read other material, not necessarily reading

thoroughly, but depending on pre-reading, skipping and skimming. Read with questions in mind. What are you looking for as you read? When you don't find it in an ad, push yourself rapidly on to the next.

• **Reports and brochures** — Try to develop the habit of seeing a short brochure as a whole. Scan the style, the format, the pictures, the large print. In other words, "size it up" before you decide whether or not it's worth while examining more thoroughly. This is essentially your pre-reading technique put to work in another situation. Estimate the number of brochures you'll receive in the next five years and the value of pre-reading is obvious.

Take the same approach for reports. They'll usually require a more thorough pre-reading, followed by a thorough reading, with special attention to charts and graphs. Weigh the conclusions carefully in reference to the facts. Check to be sure the facts are not distorted.

• **Business letters**—Again, pre-reading is invaluable—once you've adapted your approach to the peculiar form of a business letter. First, glance at the letterhead and the signature (automatic; should take not even a second), then skim the first paragraph to see if the writer is getting to the point or merely indulging in amenities. If there's no meat there, skim for general content (specific technique, remember?) until you arrive at the information which is really the purpose of the letter. Concentrate on that. Too many business letters are padded with conventional amenities; with a little practice, you'll be able to separate wheat from chaff unerringly.

• **Newspapers** — Editorials, feature articles, charts and graphs are no different from similar material in periodicals. But the "news" pages demand a different reading approach. No one has time to read the paper from cover to cover. Scan headlines rapidly and choose your material purposefully. It's especially important to maintain "active reader" status when you're reading the newspaper. The temptation is to relax and spend valuable time just following your wandering eyes about the page.

Luckily, news stories are organized with the important facts—that who, what, when, where—all in the first paragraph. If a headline interests you, read the first paragraph rapidly. Then decide whether you'll finish the remaining paragraphs, which contain background information and less important details.

# REWARD

with MINOX cameras and they'll reward you  
WITH MORE SALES



The magnificent Minox is a rewarding incentive... for both management and salesmen. When you use these unique, ultra-miniature cameras as contest prizes and sales incentives, the men on the firing line feel they have something worth shooting for. And once they've captured a Minox, they have a fine precision-made camera to shoot with, for business and pleasure. The Minox takes big, bright pictures in black and white or color, yet it's scarcely larger than a cigarette lighter, weighs a scant 3 1/4 oz. As a sales incentive or a corporate and employee gift for 6 or 600, the Minox is matchless. Let us give you the rewarding details.

Write today.

**KLING PHOTO CORPORATION**  
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... a famous camera from camera-famous West Germany

• **Nonfiction books**—Pre-read nonfiction by studying the table of contents, the title page and the index. This preview gives you a head start and helps you to read more actively—you'll know what you are looking for. Skim the first chapter (usually an introduction) and the last chapter (usually conclusions). Pre-read each chapter as you come to it. You'll find this approach cuts down reading time and gives you a more organized concept of what you have read.

• **Fiction** — Obviously you won't want to pre-read a detective story. But remember that you can "live" what you read (since fiction is often vicarious experience) just as well, even more vividly, when you read rapidly. Don't fall back into old habits just because it's "pleasure" reading. You'll even get an extra hour of sleep, by finishing that whodunit at midnight instead of 1 a.m.

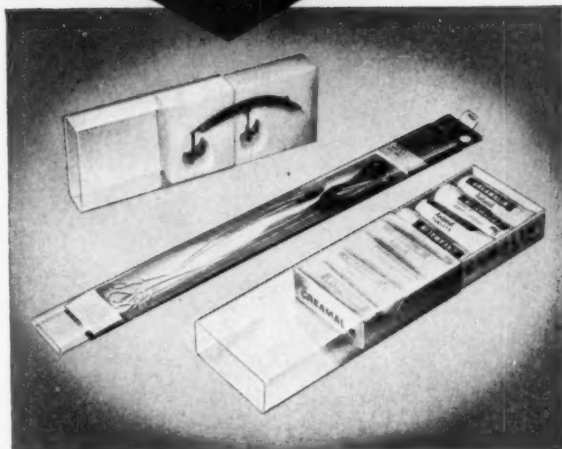
These five articles can simply place the techniques before you, not force you to use them. In a controlled situation The Reading Laboratory has trained thousands of businessmen to double and triple their reading speed with increased comprehension. The skills outlined for you are exactly the same used in Laboratory training and the results can be as fully rewarding depending on you!

But, remember they don't come to you easily; you are trying to replace reading habits solidified by years of constant usage. An awareness of your reading habits will get you started; self-discipline is the only thing that can change them for you. It's more than worth the effort when you realize the benefits to be gained from increased reading efficiency. ♦

The 5-part series of articles on rapid reading, of which this is the last, was prepared for Sales Management by The Developmental Research Institute, Inc., 500 Fifth Ave., New York 36, N. Y.

The Institute offers to those interested a Reading Kit, a 64-page booklet based on the fundamentals of reading improvement and containing a self-gauge to determine reading rate. The kit costs \$2.00, pre-paid delivery.

From Celluplastics  
The World's Largest Producers of  
STOCK plastic  
VIALS and  
JARS ...



## plastic SLEEVES and SCABBARDS

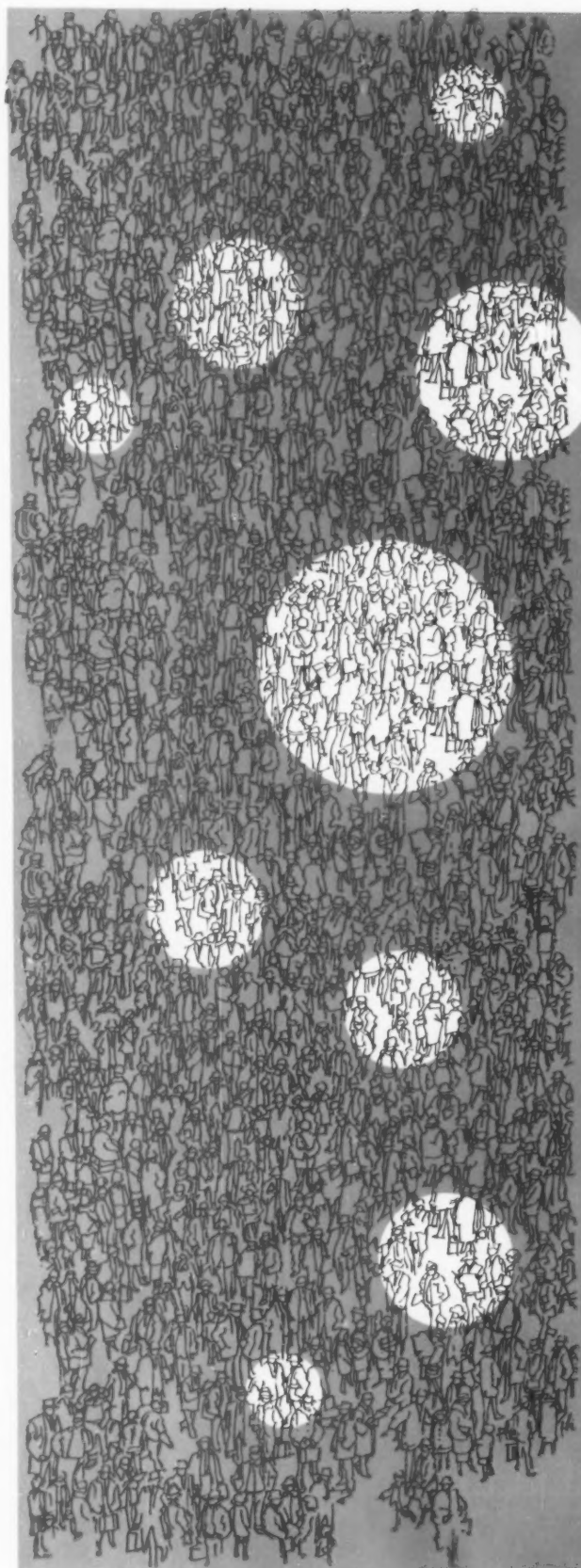
Clear "slide-on" rectangular sleeves and scabbards for use with folding boxes, set-up boxes, die-cut cards, and polystyrene foam platforms. Give better product visibility and greater protection. Many sizes available from stock dies. Clear-site sleeves and scabbards can be purchased in any length and with a maximum perimeter of 10 inches. Special shaped extruded sleeves—triangular, tunnel-shaped, etc.—are also available.

These designed-to-sell Sleeves and Scabbards are just one of thousands of Clearsite stock packaging items designed to sell *your* product and cut *your* packaging costs.

*We will be happy to send free samples.  
Address Dept. D*

### CELLUPLASTICS, INC.

A Subsidiary of Brockway Glass Co., Inc.  
24 Commerce Street, Newark 2, N. J.



HOW TO GET

# more customers in 1961

FOR THE SAME  
ADVERTISING  
DOLLARS



**T**HE REAL TEST of a magazine's ability to deliver customers for you is its strength in covering the people best able and ready to buy what you have to sell.

It takes more than interest, mood and desire to make a customer. It takes these, *plus* the authority to say "yes" in terms of position, and the ability to say "yes" in terms of buying power. ("U.S. News & World Report", for example, delivers up to 1,000,000 *more* vacation travelers by plane, train and ship than leading magazines in which travel is the dominant theme.\*)

It also takes more than reader *numbers* to make customers. ("U.S. News & World Report", with 5,000,000 less circulation than a leading mass magazine, covers 30,000 more air conditioning buyers, 377,000 more stock buyers, and 55,000 more car rentals!\*)

What it really takes to make customers is *income*—confirmed by study after study in the basic markets that buy. Income, of course, determines personal buying power. Income also reflects managerial positions with business buying power.

This helps explain why more and more advertisers are using "U.S. News & World Report" as the spearhead of more and more major campaigns. No other news magazine is so concentrated among the responsible, high-income people—people who need and use the important news in shaping their plans and decisions.

Their average family income is higher than that of any other news magazine, higher than any magazine with more than 1,000,000 circulation. This higher and more active buying power is another reason "U.S. News & World Report" consistently out-performs other magazines in advertising cost efficiency or campaign effectiveness for business and industrial advertisers and for quality consumer advertisers.

So, in covering the buying markets of America, it's no wonder so many leading advertisers are recognizing "U.S. News & World Report" as—

... the most important magazine of all



### "MORE CUSTOMERS IN 1961 FOR THE SAME ADVERTISING DOLLARS"

... is the title of the new report on how leading magazines cover known buyers in a wide variety of markets—corporate stock, new cars, business and vacation travel, air conditioning, etc. Available in film strip or booklet. Ask your advertising agency or contact "U.S. News & World Report" advertising sales offices at 45 Rockefeller Plaza, New York 20, N. Y. Other advertising sales offices in Boston, Philadelphia, Cleveland, Pittsburgh, Detroit, Chicago, St. Louis, San Francisco, Los Angeles, Washington and London.

\*Source: "Car Owner Study", conducted jointly by Benson & Benson, Inc., Princeton, N. J., and Market Research Division of "U.S. News & World Report".



## U.S. NEWS & WORLD REPORT

America's Class News Magazine

Now more than **1,200,000** net paid circulation



## you don't have to be in WHO'S WHO to know WHAT'S WHAT

If you're a candy manufacturer who wanted to know how many of your associates package their confections in heart-shaped boxes, Sales Management's 1961 SURVEY OF BUYING POWER couldn't possibly solve your problem.

Even so, 278 leaders in the candy industry, plus nearly 34,000 other sales-minded executives, like yourself, in national and major regional marketing organizations, eagerly awaited the publication of the bible of marketing data. Your response to, and belief in, the SURVEY OF BUYING POWER has made it over a period of 32 years the unquestioned source document on which are based decisions for buying space and time, locating sales soft spots, planning distribution, allocating the advertising dollar, mapping sales territories, locating plant or warehouse sites and studying in depth the changing economic patterns of metropolitan areas.

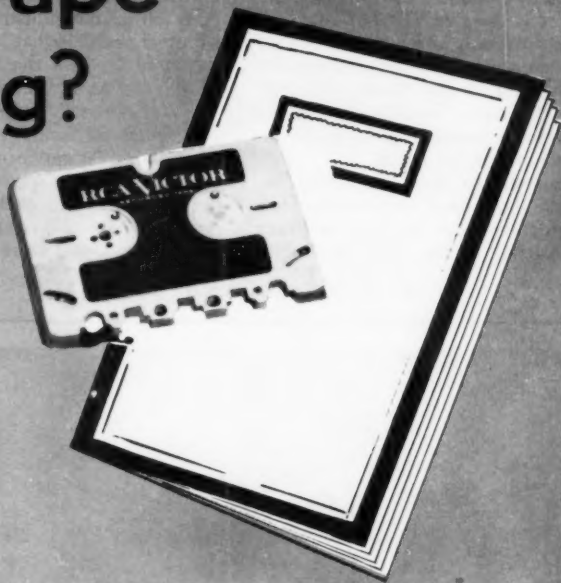
The 1961 SURVEY OF BUYING POWER, the end result of a year's specialized preparation, over three decades of planning and modification, contains the raw material from which you can consistently, confidently, prepare sales potentials for the entire range of goods, products and services.

Whether you're a candy maker, cargo mover, cigarette manufacturer—whatever your line of commercial sales—you hold your personal key to essential marketing data, with the SURVEY OF BUYING POWER. It undoubtedly will be the most important, most effective marketing data publication you will have at your disposal in 1961.

**Sales Management's**  
1961 SURVEY OF BUYING POWER

# Why Not 'Tape' Your Catalog?

**A distributor started it, a manufacturer cooperated, and the idea seemed good enough to share. Now teamwork within the anti-friction bearing industry has 40 distributors training salesmen with taped catalogs from more than 30 manufacturers.**



If your company makes small machine parts or complex large machinery, you may think it should be easy for any literate person to read and understand your catalog. It might seem especially simple for anyone connected with your business.

But the man on the staff of the manufacturers' representative or distributor organization through which your products are sold must be familiar not only with your catalog, but, as a rule, with those of a dozen or more other manufacturers. And if you try skimming, and understanding, a few pages from each of several catalogs in your industry—with references to dimensions, bores, chamfers, tolerances and variables, with tables and applications couched in mathematical terms—you'll get some idea what a headache this can be, especially for a neophyte salesman.

The biggest problem in training the new distributor salesman lies in getting him to read and understand manufacturers' catalogs. But a long step toward solution of this problem has been taken through teamwork between members of the Anti-Friction Bearing Distributors Assn., and 30-odd manufacturers of bearings and related products. Their answer: using "talking book" supplements to manufacturers' catalogs to train salesmen.

The solution is based on the premise

that while one may learn through seeing or through hearing, absorption of information is multiplied if it is imparted visually and orally at the same time. Now more than 40 members of the AFBDA are using the "talking books" for training. Each association member has bought an RCA cartridge-type player, for use with the recordings supplied by the manufacturer. Listening to the tape while he studies the catalog (or other literature), the new salesman gets an informal, page-by-page summary, with explanatory sidelights and product applications.

► This method of training has several advantages: It saves time of the distributor executive or seasoned salesman, who would otherwise have to supervise the study period of a new man; it enables the novice to work at his own tempo, reviewing as he wishes; and it provides the ideal learning atmosphere, with increased impact from instruction that lets the salesman see and hear at one time.

The AFBDA recording program grew out of a lucky accident. Jack Cunningham, head of Cunningham Bearing Co., Houston, Tex., needed help in solving the problem of a customer and called in the local representative of The Fafnir Bearing Co. The Fafnir man did such a good job

in advising the Cunningham salesman handling the customer's account that Cunningham got out his recording machine and made a tape of the explanation, which was later played back to the entire sales staff. This proved so successful that the Fafnir man was invited to tape his firm's whole catalog.

Cunningham decided to share the idea with other distributors. When he attended the AFBDA spring meeting, he took the recording with him and demonstrated it. The other members liked the result, too, and approved the plan of asking all the bearing manufacturers whose lines they distribute to make similar tapes of their catalogs. Working through a committee, the association investigated tape recorders, selected the magazine-loading type which requires no threading or rewinding, and recommended that each member buy one.

The committee also obtained promises of cooperation from all leading bearing manufacturers. In the intervening two years, most have made one tape and several have made a second one. Fafnir, which helped originate the program, has supplemented its catalog recording with one on product applications, and plans to produce others at 3-month intervals, on such subjects as lubrication, seals

and various other related topics.

One reason for the success of the system has been the close-knit character of the bearings industry—both manufacturers and distributors. In its favor is the fact that it originated with a distributor firm, and that it was implemented through the association. Not only did all U.S. members agree to use the tapes, but the association gained some members who came in purposely to participate.

Manufacturers were requested to withhold tapes from non-members of the association for at least a year. One distributor firm, Ball & Roller

Bearing Co., Tampa, Fla., obtained tapes without joining, but later became a member, because, as the president, T. K. Hukle, puts it: "I did feel that the AFBDA was doing a tremendous job for the industrial bearing distributors and felt that it was my obligation to lend all the support I possibly could in the furtherance of their many worthwhile projects."

"Prior to the receipt of these tapes," he explains, "it was necessary for one of our key men to spend a great number of hours with each new man to review the various manufacturers' catalogs covering lines that we rep-

resent. The process naturally was strung out over many months. With the use of these tapes we can isolate one or two men and let them play the tapes and study them without tying up our key personnel, who always have a very busy schedule in the operation of our three stores. We find that when the new men have played the tapes four or five times and we have someone who can answer their questions on the last go-round, we save our top men a lot of valuable time. . . . With the proper use of these tapes it was possible to train a man who had had no previous bearing experience (he had sold insurance), to the point where we could place him as an outside salesman within two months. Such a thing has never been done before, to my knowledge, with our old methods of training."

An informal survey of eight manufacturers who have "taped their catalogs" reveals that all are using the same technique—step-by-step explanation of the catalog, running from a half-hour to an hour or so. Methods of financing and distributing the tapes differ considerably. Some companies made their own records. Several obtained professional assistance.

► Some of the manufacturers lend the recordings to distributors. Others present the first one free, but charge for additional cartridges. (Some distributors have a number of branches or "stores.") Others ask that distributors pay actual costs, about \$5 apiece in lots of 100. From the manufacturer's point of view, the program's expense lies chiefly in management time consumed in preparation of the script and making the record, which usually entails experimentation to find the right voice and testing to determine the effect of the tape on persons unfamiliar with the bearings industry.

"A rough estimate would be about 100 man-hours expended on the script, polishing and recording," reports Winton L. Crawford of Federal-Mogul-Bower Bearings. "At the hourly rate of the group involved, this was an expensive undertaking, but it can be considered inexpensive if the tapes are properly used at the distributor level."

Among the companies in favor of having professionals make the tapes, The Timken Roller Bearing Co. says: "After experimenting with a few pilot recordings that we made ourselves, we decided the professional touch was needed if this was to be of any real value to the listener. We turned the project over to our advertising agency, BBDO. After the necessary conferences to determine the material for



## They'll never leave the premises

What a blessing to know that your members don't have to traipse all over the country for their fun and entertainment. Here at Boca we have complete on-the-premises facilities for groups up to 700, a staff experienced in convention handling *plus* a long-time record of successful conventions with leading business firms and organizations. For details and reservations write or phone "Ike" Parrish, Director of Sales.



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the tape recordings, the rest of the work was handled by BBDO, and the actual recording was done by a professional studio."

Marlin-Rockwell Corp. says: "We attempted to make our own tape, but our nonprofessional recording equipment turned out to be just about a match for our flat uninspiring voices. It would have been a waste of the effort that went into putting the copy together. . . . The copy was taped in a professional recording studio, with professional announcer and equipment."

Among the do-it-yourselfers, Federal-Mogul-Bower Bearings reports: "To avoid the possible monotony of one person's voice, the script was written to encompass a group of our personnel who would, in effect, be sitting down with the student or sales trainee to review the National Oil Seal specifications manual. In places where we touched on technical formulas, we stopped to explain their meaning in layman's terms. We felt that a group of our sales and catalog personnel would be more familiar with the potential stumbling blocks encountered by the sales trainee and could better explain the text than a professional recording group."

►Several manufacturers stress the value of testing before releasing a tape. The Torrington Co. describes its method as follows: "The copy was reviewed by various people in our engineering and sales departments. The final copy was then read to several non-technical people who followed the catalog and booklet just as the distributor trainee would do. We feel this is an important step in getting a presentation that the average distributor trainee will comprehend."

Reading between the lines, it appears some manufacturers feared that after the novelty had worn off some distributors might neglect to use the recordings. One manufacturer spoke of sending the recordings by first-class mail and having the company's own salesmen make follow-up calls.

Some manufacturers report that they furnish the recording with other sales training tools—charts, literature, catalog, etc.—in kit form. An example of a compact, easy-to-use kit is the one Johns-Manville is furnishing to distributors handling its oil seals, which are commonly used with bearings. The kit consists of a box similar in shape and size but heavier than the ordinary typewriter paper box. A label pasted to the inside of the cover lists the contents: tape record, approximately 40 minutes; samples of seals (three types): LPD, Springless, Split Seal; 2 charts, to be studied dur-



## 73 PERCENT OF DELAWARE VALLEY'S GASOLINE STATION SALES ARE MADE IN THE SUBURBS

### *The Philadelphia Inquirer*

delivers your advertising to 27% more suburban adult readers than does any other Philadelphia newspaper.



Sources: Sales Management Survey of Buying Power; Continuing Study of Adult Newspaper Readership by Sindlinger & Company Inc. based on over 70,000 interviews, 1957-60. (Summary of 1960 study available on request.)

**Three Fifths  
of Chicago's  
Car Owners  
are locked out..**



If you're selling autos, this may be a jolt. You are *now missing* from 58.7 to 79.7%\*—about three fifths or more—of Chicago's car-owning households when you advertise in *just one* Chicago daily newspaper.

Surprising? Particularly when you consider that more than 7 of 10 Chicagoans read a newspaper every day.

The lesson to be learned is obvious. It takes *two or more* newspapers to sell Chicago—and the top two for the money are the Chicago Sun-Times and Chicago Daily News.

The new Sun-Times and Daily News rate structure, with new combination discounts, gives you Chicago's most efficient advertising buy. From 48 to 241 more readers per dollar, from 15 to 158 more readers in car-owning households per dollar than any other 2-paper combination.



\*"Chicago NOW," the report on the first Chicago market study ever conducted in consultation with the Advertising Research Foundation, supplies some revealing figures—and important new ideas—about selling Chicago. If you don't already have a copy, contact your Sun-Times and Daily News representative today. He'll also have *specific information* on how recent Chicago rate changes have affected the figures in "Chicago NOW."

\*Based on 1000 line B & W Ad

...from your advertising when you use any single daily newspaper

**TOP TWO  
FOR THE  
MONEY**



**CHICAGO SUN-TIMES  
CHICAGO DAILY NEWS**

CHICAGO: 401 N. Wabash Avenue, Whitehall 3-3000  
NEW YORK: Time and Life Bldg., Rm. 1708, Circle 6-1919  
DETROIT: Buhl Bldg., Room 1026, Woodward 3-0930  
MIAMI BEACH: Hal Winter Co.  
ATLANTA }  
LOS ANGELES } Sawyer-Ferguson-Walker Co.  
SAN FRANCISCO }

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ing the playing of the tape; 3 booklets (catalogs) each color coded to the type of seal, red, gray or yellow; price list.

A footnote requests that after use, the materials be replaced, as "The next man to use the kit will appreciate your carefulness." This should prove easy, since there are slots into which the sample seals fit.

Though originally intended chiefly as a training tool for new salesmen, the tapes are being used extensively for review at distributor clinics and sales meetings. Last fall Cunningham Bearing Co. announced its schedule of 44 1961 meetings, 19 of them to be built around materials, including tapes, from one or more manufacturer-suppliers.

An interesting by-product reported by several manufacturers is the idea of using similar tape recordings for training other personnel. For example, Martin L. Brody, sales manager of McGill Mfg. Co., comments: "We have been able to utilize tape recordings for our own sales engineering training program, specifically, by recording simulated sales interviews between trainees and hypothetical purchasing or engineering personnel."

► The use of special-purpose-records by industry is not new. "We have had the privilege of pressing custom records for many manufacturers and sales groups," reports William C. Leonard of RCA's Custom Record Sales Department. "The tremendous impact of the spoken word is used to excellent advantage when announcing a new product or service, or perhaps a detailed explanation of an existing product or service. When a large pharmaceutical house was introducing a new antibiotic, a 5-minute message was recorded and we pressed 15,000 seven-inch records which were mailed to a select list of physicians throughout the country, with a sample of the product. Too often a printed circular is merely glanced over by the recipient. A recording is less likely to be treated in this manner, because of the natural human curiosity stimulated by a new approach."

It's still early to assess the value of the use of tapes in sales training, but United Motors Service Division of General Motors, which is using it for New Departure and Hyatt Roller bearings, comments that in a "complicated, technical type of business . . . the program eliminates the use of a training instructor, and enables the new personnel to have professional and technical training through prerecorded tapes." In terms of salary expense of training personnel, the savings are considerable. ♦ —E. M. KELLEY



**what makes  
this city  
a great  
test market**

**Manufacturers and agency executives who plan and supervise test programs stress these four points:**

- The market should be isolated • Population makeup should be typical • Distribution facilities should be adequate • A single advertising medium should cover the area

## Grand Rapids Measures Up!

● **ISOLATED MARKET:** Grand Rapids is 146 miles from Detroit, 169 miles from Chicago, 164 miles from Toledo. No city over 200,000 population is nearer.

● **TYPICAL POPULATION:** 363,187 (metropolitan area)—92.5% native born, 7.5% foreign born.

● **MARKETING FACILITIES:** Grand Rapids is the wholesale and retail distribution center for the entire 23-county West Michigan area.

● **ONE-MEDIUM COVERAGE:** The Grand Rapids Press offers coverage in 9 out of 10 homes in city zone. Daily net paid circulation now over 125,000.

It's no wonder that SALES MANAGEMENT MAGAZINE reports Grand Rapids as one of the four most frequently used test markets in the nation!

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A Booth Michigan Newspaper



## ***This Is a Rebuttal...***

... a rebuttal to the article entitled "What's Happened to Salesmanship?" which appeared in the April 7 issue. Author Lorin takes vehement exception to one theme in that piece which stated, in essence, that the depression-bred salesman and sales manager were made of sterner stuff than their 1961 counterparts. The fact is, says Lorin, that selling is tougher today than ever, much tougher. And, while there is room for improvement in salesmanship, today's average order-seeker is a pretty capable guy.

# **Time to Stop Making Salesmen the Whipping Boys**

By JOSEPH LORIN  
Vice President, Grey Advertising, Inc.

The selling fraternity from sales managers to salesmen should rise in righteous wrath and stand up for its dignity, its integrity and its ability. For selling is becoming an easy target and salesmen are becoming patsies for everyone who either has some service to sell, or is looking for a scapegoat on whom to blame our economic ills.

I'll stick my neck out a mile and say without any equivocation that this generation's sales managers and salesmen are just as hard working, just as hard selling as those of any previous generation. A generalization? Sure, but there is just as much basis for it as for the statement you hear so often that since sales are dragging the fault must lie with salesmanship.

There is no valid reason for the constant din, din, din in our ears that today's salesmen are ignorant of what it means to sell, and that they have been lolling in the luxury of a paradise in which buyers hold out fistfuls of orders for them to grab.

There is too much talk about the post-war boom and too much forgetting that this boom also spawned competition fiercer than the pre-war salesman even dreamed of.

So let's stop sniping at salesmen and sales managers. Instead, let's look

realistically at the tougher jobs they'll have to do and think constructively of how all of us can help them do these jobs successfully.

I can see some raised eyebrows and shrugging shoulders. I can hear the questions: "What does an advertising agency man know about selling?" I can also hear puzzled readers of Sales Management saying to themselves: "How come an advertising agency man takes up the cudgels for the salesman? Usually he blames a big share of the failure of a campaign on poor selling."

The agency man who has not been out with his clients' salesmen and watched them work has no right to voice an opinion on the quality of a client's sales staff. But this does not apply to the advertising man who has been out in the field with his clients' salesmen, who has observed them, warned benches in outer offices with them, seen them in action, bled at their frustrations, rejoiced at their successes, and helped cheer their lonely evenings away from home. He has a right to voice an opinion.

I claim this right because some of my colleagues and I have worked with salesmen for more than three decades (pre-war and post-war) in product categories ranging from aerosol sprays

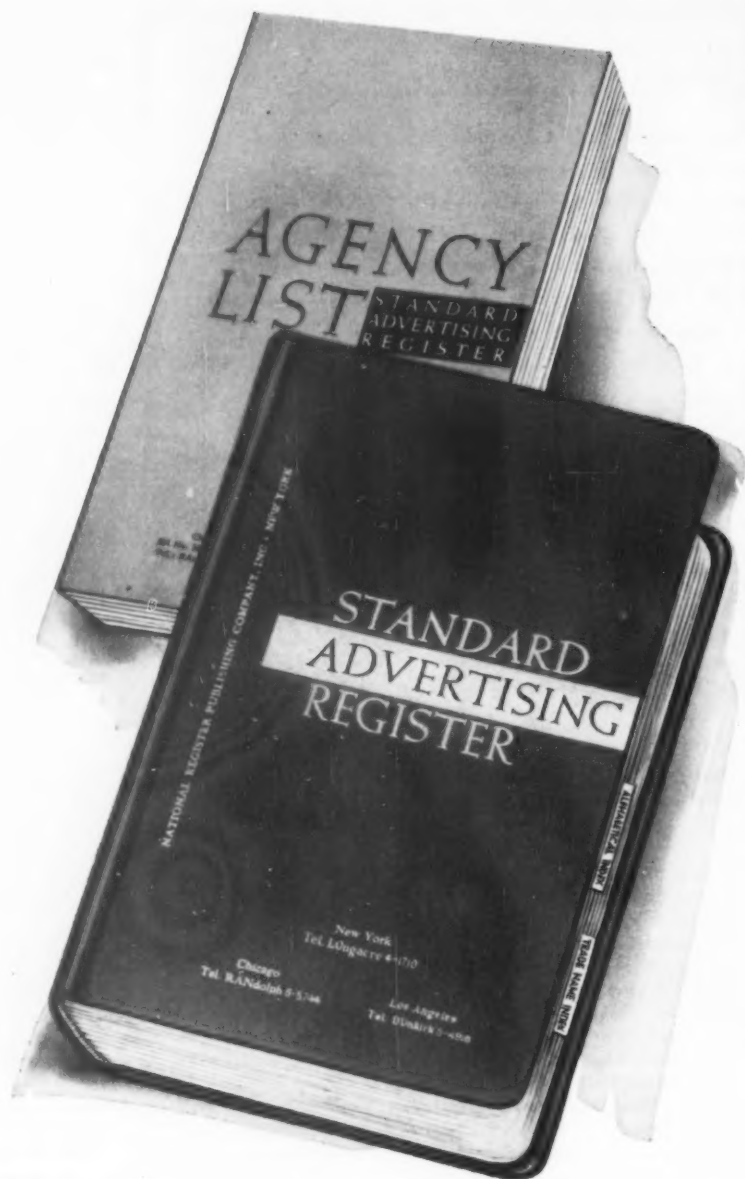
to a line of zigzag sewing machines.

The trouble with most of the mouthing about the absence of salesmanship is that it fails to recognize that selling, like advertising, is not a thing apart but a part of the total marketing process.

Too often the weaknesses of other links in the marketing chain of events are forgotten and the onus for inadequate business is laid on selling. I have yet to see documentation to prove that selling is suffering from acute anemia and that salesmen as a class are the poor weak sisters of an otherwise robust marketing family. When the economic curve turns downward and economists are wrangling over what to call it—recession . . . adjustment . . . correction . . . or what have you—there is a tendency to overlook overproduction, wrong kind of products, inadequate pretesting, faulty distribution patterns, management mistakes, weak-kneed advertising and changes in consumer buying habits. But someone is sure to cry from a rostrum: "What we need is better selling."

I said that the salesman is only a part of the marketing team. I go further and say that his is the toughest role in marketing.

It's the toughest role because it is the only face-to-face part. It is the only part of the marketing process where the marketer is seated opposite his customer and has to overcome all



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the foibles, idiosyncrasies, ailments, mental blocks and emotional disturbances of the individual facing him.

Let me say bluntly and boldly that never has the selling job been so difficult as it is today. Let's look at the facts:

1. Never before has the salesman encountered so many strong competitors in his own product category. The number of strong brands, strong companies, strong advertisers has increased tremendously in the past decade. I shall not bore you with statistics. If anyone doubts this, the facts are easily available.

2. Never before has the salesman been up against so many new products, which, even if not directly competitive, exert a powerful pull on the consumer's dollar. If you're selling cake mixes and confections, the 900-calorie drinks in a glass are as much your competitors as rival cake mixes and candies.

3. The multitudes of new products are not only fighting for the consumer's dollar, they're slugging it out for the retailer's shelf and floor space. This never was the old-time salesman's worry. But it certainly is the modern salesman's headache.

4. We're told that in foods you have to sell only 50,000 outlets to get the same volume which you got ten years ago from 350,000 outlets or thereabouts. Maybe. But remember that today you're also involved in calling on individual stores, checking facings, getting to know the store manager, setting up displays, suggesting promotions, etc.

5. The old-time salesman was expected to load the dealer so that the retailer would have no money left for the next salesman who called. This is not so easy today. Not with computers and electronic machines keeping inventory. Even the small retailer is getting into some kind of combine which helps him merchandise electronically.

6. The old-time salesman had little need to worry about a flood of new outlets. Here and there he would hear of a new store opening. Today the salesman may find that a giant new store has been started since his last call. Chances are that whether it's a supermarket, drugstore, variety store or one of these new "discount centers," it will probably be carrying the type of merchandise he's selling.

7. The old salesman had to worry about selling Joe, the buyer. The modern salesman often has to worry

(continued on page 87)

about selling a committee of Joes. Worse still, he often has to submit his proposition in writing and try to wiggle his way to the august presence of the guy who really makes the decision. More than that, he must follow through and get his product promoted.

8. Selling used to be persuasion to buy. That's where the salesman's job ended. What is expected of the salesman today? He must be a many-splendored wonder. According to recent issues of SM and other journals, he's supposed to be . . .

...an expert on retail operating problems

...a retail merchandising genius

...an advertising man

...a sales manager in his territory

...a promotion man

...a display expert.

This is only a partial list. And when you ask a buyer or a retailer what he expects of the salesman, you'll wonder how one small head can possibly be expected to harbor so much knowledge.

I am not being facetious. I am convinced that it is necessary for the successful salesman today to be knowledgeable in all these facets of distribution. For he is meeting more sophisticated, more educated, more business-wise buyers, some of whom are even graduates of the Harvard School of Business Administration.

► The tightening profit squeeze places added burdens on the buyer. He, in turn, makes greater demands on the time, experience and knowledge of the salesman. Let's be more specific. Here's a résumé of many studies on what buyers look for from a salesman:

They want knowledge about **product**, company's **price** policies, **advertising** program, **promotion** plans, product's relation to **competitive** products.

Running through our conversation with buyers is this refrain: "We favor salesmen who understand our way of doing business." We hear it from food chain buyers, from department store buyers and from wholesalers. They definitely prefer salesmen who talk their language: who know and understand the principles of markup, turnover, sales per square foot, profit from sales, profit from capital investment. While buyers generally agree that most salesmen usually have little voice in determining manufacturers' pricing policies, they're impressed by a salesman who can discuss his company's pricing principles with intelligence and understanding.

A buyer for a large supermarket chain told us that what he wants is not a high-pressure, hard-sell guy,

but a man who thinks only of selling "through" his customers rather than "to" his customers. "I'm not dabbling in words," said this buyer. "I have a number of salesmen in mind. They never talk about my buying this or buying that. They always say: 'This item is selling at this rate or that rate.' Or, 'You should be able to sell so many cases a week if you do this or that.'"

Sales management that thinks most buyers are bored by facts and figures will be disillusioned by what many buyers have told us. Sure, statistics can be dry and boring. But when solid facts are presented with meaning, and the conclusions drawn from them make sense, they can be a powerful influence in closing the sale.

But the salesman must really understand the facts and figures he's quoting. If he's only parroting what he's been told, most buyers can see right through him and trip him up.

► This is the observation of a buyer for a large variety chain: "It's so refreshing when a salesman seems to have thought out his selling story clearly and lays it before me concisely and convincingly. His enthusiasm for the sales possibilities in his line rarely suffers from being brief."

We have heard this from a good many buyers: "We can always tell when a salesman has not thought out his selling story in terms of our particular problems."

One of the most frequently mentioned subjects is the salesman's ability to talk convincingly about his product's promotion potentials. For example, the salesman who can give valid facts about the impulse-selling power of his package in the case of packaged goods, or the ease-of-demonstration of an appliance, or the way a counter display dramatizes the product's selling points, or the eye-catching magnetism of a floor display, has a mighty big advantage over the fellow who creates the impression that promotion is not in his line.

The important point to remember, buyers contend, is that the salesman must know his customer's promotion problems. Having this knowledge enables him to present his promotional program in terms of the customer's needs.

What is the average company doing to develop such men?

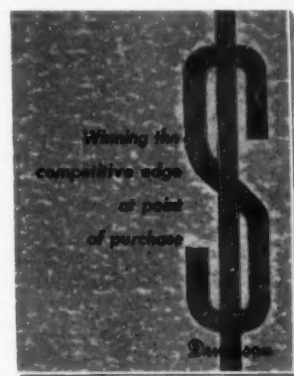
Few, very few companies are doing enough.

Some of those that shed the most tears about the deterioration in selling are doing the least to develop salesmen for today's demands of the market. Sure, they hold sales meetings; they have skits; they employ hip-hip-

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Sophisticated merchandisers know how to add sales-compelling extra value to products and promotions. They use Dennison designed-to-order tags and labels as strategic tools. Our new brochure shows how.



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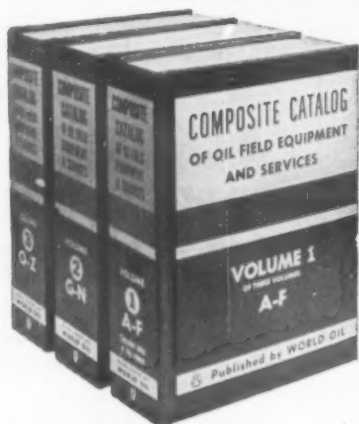
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**For your direct mail,** use the mailing service to the distribution list of the COMPOSITE CATALOG to merchandise any changes in your product line, prices, distribution methods or sales program. This only-one-of-its-kind list is made available to CC catalogers at lower-than-usual direct mail costs.

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COMPOSITE CATALOG, a 5,800-page, 3-volume compilation, is used by oil men in 15,000 buying locations. Pinpoint distribution is made possible by the cooperation of oil companies themselves. COMPOSITE CATALOG can show documented coverage of men in companies responsible for 98% of purchases in the Oil Drilling-Producing Industry. Surveys since 1929 show most oil men prefer to receive catalog data in COMPOSITE CATALOG.

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hooray fire-eaters, go-out-and-sell-like-hell orators. Sure they display the company's products, give categorical explanations about their features. This is fundamental. But what do they do to make the salesmen the experts, the merchants, the advertising men, the promotion men that are so necessary today and will be even more necessary in the slugging sixties ahead?

I agree with the men who think it's helpful for the sales manager to be out in the field training his men in selling, instilling confidence to face a buyer. This, of course, is as elementary as the need of soldiers' becoming battle-hardened.

And I suppose the fundamentals of how to approach a customer, how to tickle his funny bone and make him laugh (laughter cures everything), how to overcome objections are all important basics especially for novices.

But this kind of training is not enough to build men of stature who can face today's sophisticated buyer whether he's a purchasing agent, a department store merchandising manager, a buyer for a chain or a wholesaler or wholesale group.

The average salesman today is as good as the average ever was. Any sales manager who feels that he's not getting the best of the crop from our labor force should listen to the complaints of the giant retailers, the recruiting officers of every corporation, even advertising agencies. They're all beefing about the attitudes of young people, their lack of interest and the dearth of talent.

► There are two main roads management should follow to get its rightful share of the better material available in the labor force (remember the labor force will be getting larger and larger and unemployment will continue to be a knotty problem in our economy):

1. Give salesmen the dignity, stature compensation and incentive they deserve in our marketing-oriented economy.

2. Give salesmen basic training in the fields indicated above. Seminars, clinics, conferences, skill sessions on fundamentals of marketing, retail merchandising, retailing, advertising, the arithmetic of net profit, pricing, display. This kind of basic training will enable them to meet buyers and other retail executives as equals, for they'll be able to talk the same language.

Recognizing the revolution in the status of the salesman is vital to every company. Taking constructive steps to prepare the salesman for his new role is equally vital. ♦



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**SOLUTION:** International Paper produces a remarkable new plastic-coated Pure-Pak<sup>®</sup> milk container.

THE FAMILIAR Pure-Pak carton is the most widely used milk carton in America.

This carton is tough and durable. Dairymen also like it because it is stored flat, takes up much less storage space. And housewives appreciate its unique pitcher-pour spout. Supermarket managers like the Pure-Pak carton because housewives do.

Now International Paper has helped improve this Pure-Pak milk carton by

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International Paper has had ten years' experience in coating paper with plastic. And the last three years have been spent in testing this revolutionary carton in dairies.

Millions of plastic Pure-Pak cartons made by International Paper are now being used in day-to-day dairy opera-

tions. Proof of their success is the increased demand that dairies have reported when they use these new containers.

The plastic-coated Pure-Pak container is another example of International Paper's packaging versatility. International Paper can provide you with the widest range of papers, paperboards and packaging assistance in the industry. If you are interested in improved packaging, call on us.

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April 10, 1961

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The Wall Street Journal  
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Dear Mr. Huckle:

We ran a full-page ad in The Wall Street Journal. Response was one of the most tremendous things that ever happened to our company.

As you know, this ad introduced a new product, the Microcorder Transistor Tape Recorder. It was actually the first of three ads. The other

two were in other publications...and were just hitting the market when The Wall Street Journal ad was bringing us so much business we were completely sold out and had to go on an allocation basis.

On the basis of dealer listings, we opened many new dealers. Even though a request for more information was buried in the copy, we received about 30 inquiries a day, the majority from professional people, executives and corpo-

rations. A total of more than 400 inquiries were received. Needless to say, The Wall Street Journal ad paid for itself.

The Wall Street Journal did more for the Webcor image in one ad than the total balance of our campaign. You may be certain we will call on The Wall Street Journal again to help us sell merchandise. There is no doubt about it—it performs.

Thank you.

Very truly yours,  
WEBCOR, Inc.  
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*...and big, new Riverside (Calif.) plant now under way.*



## DO YOU DARE RAISE PRICES?

(continued from page 39)

matters confined to national concerns. Many of the Grand Jury investigations now in progress are dealing with essentially local matters. For example, in March alone the Justice Department brought price-fixing cases against druggist groups in Idaho and Utah, against bakeries in Florida and Georgia, and against milk producers in Baltimore.

A Philadelphia jury has been probing aluminum cable prices; another in Springfield, Ill., has been checking allegations of identical price quotations for salt to melt snow; FTC is checking compliance of steel producers with a 1951 ban on price-fixing agreements, and FTC is moving similarly on an old cement industry case. In New York City, there is a Grand Jury meat probe.

Secretary of Commerce Hodges' proposed "code of ethics for businessmen" appears laudable. It is in a preliminary stage and its implications can hardly be assessed. All that is known is that he has put an anonymous group of businessmen, philosophers and educators to work to prepare a draft. What happens to the code upon completion is undecided, but if President Kennedy takes to the notion it might be issued under White House auspices, with business generally invited to accept the standards.

Closeness of the Kennedy Administration to consumer groups is sure to mean trouble for management before long, with prices a focal point. The President has yet to make good his

promise to bring consumer representation to the Government, but a plan for a White House Office of Consumer Counsel has been receiving active consideration. Union labor has been seeking just such an activity for many years.

On Capitol Hill, various consumer proposals are pending, ranging from creation of a Cabinet Department of Consumers to special committees. If any of these proposals gain adoption, a new spotlight on prices is a certainty. Perhaps the key Congressional proposal is a Resolution (S. Res. 115) by Senator Maurine Neuberger (D., Ore.) for a 17-member Senate committee to conduct a continuing investigation of "economic problems of consumers," what the Government departments and agencies are doing to solve the problems, and what new laws are needed.

► Ironically, the impetus for much of this Washington interest in prices under the Democratic Administration stemmed from the electrical price-rigging case. The irony is that this was an Eisenhower Administration case, started and finished by Republicans. The Democrats realize it will be hard to top that bombshell but they seem intent on trying.

For example, Assistant Attorney General Loevinger, new head of the Antitrust Division, has declared open war on monopoly law violators. Businessmen brought to book on antitrust violations, he has announced, will be treated as criminals "and will personally be subjected to as severe a punishment as we can persuade the courts to impose."

The Department of Justice is considering asking legislation to bar business violators of the antitrust laws from holding corporate office after being convicted. Union officials convicted of certain crimes are now forbidden to hold union office.

FTC Chairman Dixon is also waving a big stick. He believes that FTC has by no means utilized all its powers under the Sherman Act and the FTC Act, both of which feature "broad sweeping language." He hints of testing FTC's powers in a number of new directions.

On the Congressional level, Senator Kefauver is back in business as usual and will keep ham-



## DO YOU DARE RAISE PRICES?

(continued)

mering away at "administered prices" in various industries. While legislation seldom seems to result from Kefauver exposes, incriminating headlines are the regular thing. Target No. 1 at the moment appears to be the electrical companies, which have neither suffered enough nor disclosed enough to suit the Tennessee crusader.

The Kennedy Administration is indebted to Senator Kefauver for important help in the last election. The appointment of Rand Dixon to head FTC is a reflection of this indebtedness. Now the Tennessee legislator has a fellow Tennessean in

a position to take drastic action at the administrative level. Kefauver and Dixon can work as a team, just as they have done as Chairman and Chief Counsel of the Senate Monopoly Subcommittee, with infinitely greater possibilities of achieving concrete results. The Kefauver drive on "administered prices" will be more than mere words and publicity, with Dixon at the helm at FTC.

Senator Kefauver's counterpart in the House is Rep. Emanuel Celler (D., N. Y.), who is even more strategically located. While Kefauver is only the second-ranking member of the Senate Judiciary Committee, parent group of the Monopoly Subcommittee, Celler heads both the House Judiciary Committee and its Monopoly Subcommittee. Thus Celler is immensely powerful. He is an arch foe of big business.

Among the pending bills sponsored by Celler are the measure to exclude auto manufacturers from the financing and insurance fields, and the pre-merger notification bill. Fortunately for business, Celler does not always see eye to eye with Kefauver nor is he as diligent a trust-buster. But



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\*\*Consumer Market Report, 1960—  
Daniel Starch

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\*Developed in cooperation with Sales Management, Inc. and Market Statistics, Inc.

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COMPANY \_\_\_\_\_  
ADDRESS \_\_\_\_\_  
CITY \_\_\_\_\_ STATE \_\_\_\_\_



## DO YOU DARE RAISE PRICES?

(continued)

he is definitely concerned about pricing problems and is a man to watch.

Rep. Wright Patman (D., Tex.) has made a career out of befriending small business. He is co-author of the Robinson-Patman Act on price discrimination, and never ceases his efforts to strengthen R-P. As Chairman of the House Small Business Committee, Patman has a forum for airing his views. However, the Small Business Committees of House and Senate are not legislative committees. They may investigate and recommend, but not report legislation. Another com-

mittee must therefore agree with Patman before a small business bill can move to the floor for a vote.

The list of Patman bills affecting prices is as long as your arm. He sponsors the bill to outlaw "good faith" defenses in R-P price discrimination cases, an amendment to tighten the Clayton Act against monopoly, a bill to grant FTC power to obtain temporary cease-and-desist orders, the pre-merger notification bill, and others of this nature.

► This article began by posing the question "Do You Dare Raise Prices?" No categorical answer will fit all cases, for no two companies face the same pricing problems.

But it can be generally said that there is a new factor in price decisions. Uncle Sam is watching price matters as never before, and prudent marketing managers would do well to weigh this factor along with all the others in the picture.

Some price increases even of cost-of-living items seem inevitable in view of the cost-profit squeeze. If you must boost prices, get your ducks in a row and be ready to defend your decision before the Government and the public. ♦

## DO YOU HAVE AN ADVERTISING JINGLE?

THIS MUSICAL LIGHTER PLAYS  
YOUR OWN JINGLE—  
OVER AND OVER!

Just think of how often this lighter will play your jingle—day after day—hundreds of times for every penny it costs! This is a quality item—made to last for years. Be first with this new, novel advertising piece.



GET OUR  
LOW QUANTITY PRICES!

Write

ADVERTISING PRODUCTS CO.  
P.O. BOX 892  
NASHVILLE 2, TENNESSEE

## WESTERN ARCHITECT & ENGINEER

Your best approach to  
the specifiers of building  
materials, supplies and  
services for \$9 billion  
of annual construc-  
tion in the West.

255 CALIFORNIA ST.  
SAN FRANCISCO 11

A MCGRAW-HILL PUBLICATION



Mr. Manufacturer:

## Expand your distribution facilities with no capital outlay

No real estate investments, no payroll, no maintenance with AWA's instant warehousing service. No lease commitments, either. For flexibility and economy, public warehousing is the profitable answer. Investigate the AWA Pay-as-you-use Plan.

Write for Free Directory listing locations  
and space availabilities to fit your needs

## AWA

512 Members Offering  
1,273 Distribution Centers,  
Merchandise Warehouses  
& General Storage Facilities

American Warehousemen's Association  
222 W. Adams St. • Chicago 6 • Randolph 6-5550

## WORTH WRITING FOR . . .

**A selection of noteworthy studies of markets, media, consumer buying trends, product and service developments that can pay off for you.**

### Exhibit Moving Service

This illustrated brochure, "17 Good Reasons Why," gives information on packing, handling and shipping of all types of exhibits and displays. Discusses routing and scheduling service, insurance, etc. Write John S. Smith, President, Dept. SM, Aero Mayflower Transit Co., 863 Massachusetts Ave., Indianapolis, Ind.

### How to Invest

From a total of 6,490,000 in 1952, the number of shareholders in public corporations grew to 12,490,000 by 1959. This booklet is designed as an aid to members or potential members of that group. Some of the topics covered are: buying and selling bonds, profits in common and preferred stocks, how to develop your investment plan, fundamental rules for successful investing, listing of financial terms and definitions. There is also a supplementary publication, "Investing for Profit in Convertible Bonds." Write Constance Jason, Dept. SM, Philip Lesly Co., 1271 Avenue of the Americas, New York 20, N.Y.

### Who Should Own Our Cars?

Discusses the pros and cons of company-owned, leased, or employee-owned cars for the sales force. Included is a rating sheet on business automobile policies. Write R. E. Runzheimer, Jr., Dept. SM, Runzheimer & Co., 332 South Michigan Ave., Chicago 4, Ill.

### Sales Aids from Advertisers

Have you written for these booklets or samples described in recent advertisements in Sales Management?

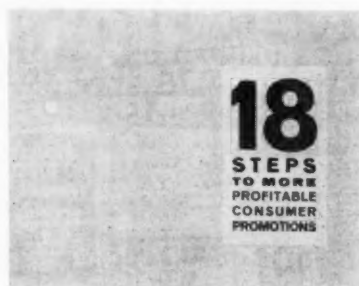
**Sales Binder Reference Book:** Free binder with information on 45 other types and styles of binders. Dept. SM, Joshua Meier Co., Inc., 601 W. 26th St., New York 1, N. Y.

**Farm Paper Advertising:** Facts on the farm markets of Kansas, Missouri, Indiana, Ohio, Michigan, Pennsylvania, Kentucky and Tennessee in the brochure, "The New Look in Paper Advertising." Dept. SM, Home State Farm Paper Unit, 1010 Rockwell Ave., Cleveland 14, Ohio.

**Prizes & Premiums:** A catalog of custom-

### The Farm Market

Newsletter designed to keep marketers abreast of important trends and developments influencing farm purchases. Available quarterly. Write Russ E. Kruetzman, Marketing Research Div., Dept. SM, Doane Agricultural Services, Inc., St. Louis 8, Missouri.



### More Profitable Consumer Promotions

Percentage of total volume accounted for by premium offers has moved from 11.3% to 22.3% in just five years in some product categories. In this recent booklet, "18 Steps to More Profitable Consumer Promotions," pointers are given on evaluating sales, distribution, planning and implementing consumer promotions. Write Industry Relations, Dept. SM, A. C. Nielson Co., 2101 Howard St., Chicago 45, Ill.

ized jewelry suitable for incentive programs, premiums, prizes, etc. Dept. SM, Williams & Anderson Co., Industrial Division, 14 Third St., Providence 6, R. I.

**Warehouse Directory:** Roster of warehouses, where located, facilities of each. Write John Terreforte, Dept. SM, American Chain of Warehouses, Inc., 250 Park Ave., New York, N. Y.

**Hospital Market:** Highlights on the market hospitals present—a market where replacement sales are as important as new sales. Write Dept. SM, Hospitals, Journal of the American Hospital Assn., 840 Lake Shore Drive, Chicago 11, Ill.

**Free Sample Kit:** Detailed literature and prices, profitable ideas on store promotion, displays and other existing ways of

### Puerto Rico: A Market Study

A comprehensive market study of one of the new emerging markets of the '60's. This research study supplies the potential marketer, advertiser and investor with facts on: income and occupation of the population; agriculture, manufacturing and tourism; transportation and commerce; Puerto Ricans as consumers; future possibility of statehood; media facilities available with comments on those facilities; items of special interest. Write Louise J. Gruber, Public Relations, Dept. SM, Doherty, Clifford, Steers & Shenfield, Inc., 530 Fifth Ave., New York 36, N.Y.

### Rugs and Carpets

In-the-home selling has demonstrated by its success in other retail fields that it has the potential to be equally successful in the carpet field. This brochure, a model for in-the-home selling techniques, is used as the heart of the in-the-home sales training program for dealers of one of the country's leading carpet makers. Write Patrick A. DeBiase, Vice President—Marketing, Dept. SM, Bigelow-Sanford Carpet Co., Inc., 140 Madison Ave., New York 16, N.Y.

### The Railroad Industry

This is not only an attempt to furnish statistical information about the extent to which certain products are used by the railroads, it is also intended as a yardstick for correlating the market for other products. This information is given for Class I as well as other railroads. In addition it supplies points on the nature of the railroad market and how it can be developed. Write Frank Richter, Executive Vice President and Publisher, Dept. SM, Modern Railroads, 201 North Wells St., Chicago 6, Ill.

smart merchandising with low-cost balloons. Dept. 12-SM, Faultless Rubber Co., Ashland, Ohio.

**Sample Oil Dispensing Tubes:** Handy plastic dispensers for grease and oil in varying sizes. Special carding and display packaging also available. For free samples, Dept. SM-D, Cellulastics, Inc., 24 Commerce St., Newark 2, N. J.

**Air Freight:** An informative map of the air freight market showing nation-wide freight coverage for sales, marketing and promotion distributions. Also available, the new booklet, "6 New Ways to Promote Your Product By Air Freight." Write John C. Emery, Jr., Dept. SM, Emery Air Freight Corp., 801 Second Ave., New York 17, N. Y.

The image displays a stack of seven IBM punch cards, each containing a different set of data fields for territory analysis. The cards are labeled CARD 1 through CARD 7. CARD 1 is titled 'POPULATION AND INCOME' and includes fields for POPULATION (TOTAL, % OF USA, FAMILIES, URBAN) and BUYING INCOME (NET DOLLARS, % OF USA, PER CAPITA, PER FAMILY). CARD 2 is titled 'INCOME DISTRIBUTION' and includes fields for NUMBER OF SPENDING UNITS (UP TO \$2,000, \$2,000-3,999, \$4,000-6,999, \$7,000-9,999, \$10,000 AND OVER) and NET EFFECTIVE BUYING INCOME (AVERAGE \$ PER UNIT). CARD 3 is titled 'RETAIL SALES AND BUYING POWER INDEX' and includes fields for RETAIL SALES (TOTAL, % OF USA, PER FAMILY, % OF USA POTENTIAL) and BUYING POWER (QUALITY INDEX, SALES INDEX, POPULATION INDEX). CARD 4 is titled 'COMPONENTS OF RETAIL SALES' and includes fields for RETAIL SALES BY STORE GROUP (GROCERIES, APPAREL, FURNITURE HOME FURN., AUTOMOTIVE, GASOLINE, ALUMINUM, BLDG. MATERIAL, HOME, DRUG STORE, ALL OTHERS). CARD 5 is titled 'EMPLOYMENT IN SERVICES' and includes fields for EMPLOYMENT (ALPHABETIC COUNTY, SERVICE, CONSTRUCTION, MANUFACTURING, PUBLIC UTIL., WHOLESALE SALES, FINANCE AND REAL ESTATE, SERVICES). CARD 6 is titled 'EMPLOYMENT IN MANUFACTURING' and includes fields for EMPLOYMENT (FOOD AND KINDRED PRODUCTS, TOBACCO PRODUCTS, TEXTILE MILL PRODUCTS, APPAREL PRODUCTS, LUMBER EXCEPT FURNITURE, FURNITURE AND FIXTURES, PAPER AND ALLIED PRODUCTS, PRINTING AND PUBLISHING, CHEMICAL PRODUCTS, PETROLEUM AND COAL PRODUCTS, COUNTY ALPHABETIC). CARD 7 is titled 'EMPLOYMENT IN MANUFACTURING' and includes fields for EMPLOYMENT (RUBBER PRODUCTS, LEATHER AND LEATHER PRODUCTS, STONE, CLAY AND GLASS PRODUCTS, PRIMARY METALS, FABRICATED METALS, MACHINERY EXCEPT ELECTRICAL, ELECTRICAL MACHINERY, TRANSPORTATION, INSTRUMENTS, MISCELLANEOUS, TOTAL, COUNTY ALPHABETIC).

## use them for fast, *Automatic* territory analysis

By using only those cards conforming to your particular sales territories you can conveniently apply the May 10, 1961 SALES MANAGEMENT Survey of Buying Power to your own market areas.

Market Statistics, Inc. will prepare these IBM analyses for you quickly. Or if you have your own IBM installation, you can prepare them automatically in your own office, as do over 200 leading companies today.

In addition to the factors shown above, many other specialized indexes are available on county cards; Index of Urban Demand (for styled

merchandise), Index of Office Equipment Demand, Index of Resort Activity, Growth Factors (to isolate areas of rapid or slow growth) 1960 plus all major Census marketing benchmarks (age, distributions, etc.), to which the new Survey estimates are geared.

It is only necessary to determine what factors (or combinations thereof) would reflect demand for your product. If you have any questions on this, you may without obligation consult with our staff for correlation studies of your own sales to isolate your key marketing factors.

## MARKET STATISTICS, INC.

RESEARCH CONSULTANTS TO SALES MANAGEMENT MAGAZINE

630 Third Avenue, New York 17, N. Y.—YU-6-8557



# Marketing Outlook for June 1961

## The Recovery Begins

By DR. JAY M. GOULD, Research Director  
Sales Management and its Survey of Buying Power

Some time this spring, the U.S. economy stopped declining and began the upturn, as is evidenced by the FRB Index of Industrial Output, now running at about 103 or 104 (1957=100), up from the low point of 102 reached in January and February. The Sales Management Index of Business Activity, which covers retailing and wholesaling as well as industrial activity will stand at 99 in June of this year (as compared with last June) up from a cyclical low point of 97. The expected dollar volume of retail sales in June will be at the same level as last June. But after several months of seeing minus signs, it is pleasant to record no change in the monthly one-year comparisons, for this must be a prelude to the positive signs expected to show up here

when recovery really gets under way.

► Retail sales for the first quarter of 1961 ran about 1.7% lower than the first quarter of 1960, reflecting the full impact of the recession. Auto sales fell behind by 13% for the first quarter, so that, excluding auto sales, retailing in the first quarter actually went up by 1.1%. This proves that, autos aside, the recession has not affected retailing greatly. This is underlined by the superior performance of department stores, which rose by 2% in the first quarter of 1961 over 1960. As long as auto sales diverges radically from other types of retailing, department store sales may serve as a better over-all indicator of retailing than total sales.

### 36 Best Markets for June

(Top six cities  
by population groupings)  
U.S. Index: 100

The following cities have a common denominator. They are expected to exhibit business activity leadership in the coming month. The index opposite each city compares its performance with that of the nation as a whole. For example, if a city has an index of 106.9 it means that its business activity next month is forecast to lead the national average change by 6.9%. Canadian figures are compared with U.S. Detailed figures are on following pages.

#### Cities Over 500,000

Hempstead Twp., N.Y.	117.6
Los Angeles, Cal.	107.9
San Francisco, Cal.	107.3
Memphis, Tenn.	104.7
Chicago, Ill.	104.2
Dallas, Tex.	104.0

#### Cities 50,000-99,999

Bethlehem, Pa.	112.5
Las Vegas, Nev.	111.0
Wilmington, Del.	110.7
Raleigh, N.C.	110.5
Brockton, Mass.	109.6
Portland, Ore.	108.9

#### Cities 250,000-499,999

Honolulu, Hawaii	110.0
Phoenix, Ariz.	108.8
Denver, Colo.	107.9
Norfolk, Va.	107.5
Minneapolis, Minn.	105.8
Jersey City-Hoboken, N.J.	104.2

#### Cities Under 50,000

Cheyenne, Wyo.	113.9
Butte, Mont.	113.6
Modesto, Cal.	110.5
Bloomington, Ill.	110.5
Missoula, Mont.	108.9
Port Huron, Mich.	108.8

#### Cities 100,000-249,999

Topeka, Kan.	112.5
Santa Ana, Cal.	112.5
Lincoln, Neb.	111.8
Gary, Ind.	107.0
San Jose, Cal.	106.8
Hartford, Conn.	106.7

#### Canada

Winnipeg, Man.	107.2
Halifax, N.S.	104.4
Quebec, Que.	102.7
Montreal, Que.	102.5
Regina, Sask.	102.1
London, Ont.	100.5

# Business Activity Forecast for

## The Marketing Value of Business Activity Forecasts

★ Business activity levels are projected two months ahead for 306 U.S. and Canadian cities as a guide to the marketer on where his sales efforts might pay the biggest dividends. Cities marked with a ★ are Preferred Cities of the month. They have a level of activity—compared with the same month in 1960—which equals or exceeds the national change in business activity.

The business activity forecasts are measured primarily by the ebb and flow of bank debits, seasonally adjusted, and reflect sales, purchases, employment, wage levels in all segments of business—retail, wholesale, industrial, service, construction, farming, etc.

The first column of the accompanying tables indicates the number of months out of the past 24 in which a city has had a star to indicate a better than average performance. When a full 24-month period of back data are not available, the city's record is indicated as follows: 8/11 would mean that a city has had 8 starred months out of the past 11. The 11 indicates the total number of months for which data are available.

The second column indicates the index

of change for this month of 1961 versus the corresponding month of 1960.

The third column (the city-national index) relates the annual change in the index of the city's business activity to that of the U.S. Thus, a city-national index of 106.0 indicates that the city is enjoying a gain in business activity 6% greater than the U.S. average.

The fourth column is an estimate of expected retail sales for the second month ahead. While the dollar volume applies only to retail store sales it is also useful as an approximation of the relative importance of one city as compared with another on all of the elements that make up its economic pattern.

### Suggested Uses

- ★ Special advertising and promotion drives in spot cities.
- ★ Picking cities for test campaigns.
- ★ Revising sales quotas for branches, districts and salesmen.
- ★ Checking actual performances against potentials.
- ★ Basis for letters for stimulating salesmen.
- ★ Forestalling salesmen's alibis.

### BUSINESS ACTIVITY FORECAST

No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) June
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### UNITED STATES

99.0 100.0 18918.00

### NEW ENGLAND

#### Cities Over 500,000

★ Boston, Mass. .... 15 101.3 102.3 124.02

#### Cities 100,000-249,999

Bridgeport, Conn. .... 3 98.8 99.8 22.97  
 ★ Hartford, Conn. .... 7 105.6 106.7 31.46  
 New Haven, Conn. .... 8 96.7 97.7 21.88  
 ★ Waterbury, Conn. .... 20 101.6 102.6 15.05  
 New Bedford, Mass. .... 11 97.6 98.6 11.29  
 Springfield, Mass. .... 8 97.8 98.8 22.81  
 ★ Worcester, Mass. .... 9 101.7 102.7 24.33  
 Providence, R. I. .... 4 98.0 99.0 30.53

#### Cities 50,000-99,999

Meriden-  
 Wallingford, Conn. 20 98.3 99.3 8.41



**Washington's most convenient meeting place...**

with every modern facility for a conference or a convention.

Completely air-conditioned—spacious ballrooms, 11 additional meeting rooms, attractive dining facilities. Capacity 20 to 1200. Write for complete convention information.

**the Willard, Washington, D. C.**  
 "The Residence of Presidents"

14th Street & Pennsylvania Avenue, N.W.  
 Telephone: NATIONAL 8-4420 • Teletype WA732

## NEW LONDON The Big Buy In New England's #12 Metro Area

New London-Groton-Norwich is 12th-biggest Metro Area in New England. (US '60 Census) And, of this area's Total Retail Sales, New London gives you \$71,676,000! \* Sell the ready-to-buy here in *The Day*. Total circulation now 28,610.

\*SM '60 Survey



**The Day**

NEW LONDON, CONNECTICUT

National Representatives:  
 JOHNSON, KENT, GAVIN  
 & SINDING, INC.

## MAINE'S LARGEST DAILY

**28% MORE FAMILIES**

Only the NEWS covers Maine's biggest Market. It is received by 28% more families than any other medium. These families earn 1/3 of the State's Income . . . account for better than 1/3 of the Retail Sales.

**76,277 A.B.C.**

Reach more families — sell the BIG Maine Market through

**Bangor Daily News**

Represented by  
 Johnson, Kent, Gavin & Sinding, Inc.

# June 1961

## BUSINESS

### ACTIVITY

#### FORECAST

	No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) June
★ Stamford, Conn. ....	24	102.6	103.6	14.72
★ Lewiston-Auburn, Me. 5	99.3	100.3	8.02	
★ Portland, Me. ....	18	107.8	108.9	14.51
★ Brockton, Mass. ....	17	108.5	109.6	10.19
★ Fall River, Mass. ....	1	99.4	100.4	10.39
Holyoke, Mass. ....	3	92.9	93.8	6.73
★ Lawrence, Mass. ....	12	104.8	105.9	10.22
Lowell, Mass. ....	13	93.2	94.1	9.91
Lynn, Mass. ....	10	96.9	97.9	10.35
Pittsfield, Mass. ....	17	97.8	98.8	7.87
★ Manchester, N. H. ....	17	100.2	101.2	12.55
★ Pawtucket-Central Falls, R. I. ....	1	99.9	100.9	10.05

#### Cities Under 50,000

★ Middletown, Conn. ..	16	104.3	105.4	4.36
★ New London, Conn. ..	7	99.7	100.7	6.19
Norwich, Conn. ....	1	97.1	98.1	5.18
Bangor, Me. ....	7	97.7	98.7	6.35
Salem, Mass. ....	19	98.4	99.4	7.34
★ Nashua, N. H. ....	23	100.1	101.1	5.25

## BUSINESS

### ACTIVITY

#### FORECAST

	No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) June
Newport, R. I. ....	16	98.1	99.1	3.34
Woonsocket, R. I. ....	19	97.5	98.5	5.61
Burlington, Vt. ....	14	98.7	99.7	5.75
Rutland, Vt. ....	0	97.7	98.7	3.21

## MIDDLE ATLANTIC

### Cities Over 500,000

Buffalo, N. Y. ....	0	95.6	96.6	65.21
★ Hempstead Township, N. Y. ....	24	116.4	117.6	142.88
★ New York City, N. Y. 15	100.9	101.9	913.29	
Philadelphia, Pa. ....	13	96.5	97.5	230.02
Pittsburgh, Pa. ....	16	94.8	95.8	82.22

### Cities 250,000-499,999

★ Jersey City- Hoboken, N. J. ....	12	103.2	104.2	28.72
★ Newark, N. J. ....	19	101.3	102.3	61.88
★ Rochester, N. Y. ....	13	100.8	101.8	51.65



## FIRST

for testing  
among cities in  
U.S. in 75,000 to  
150,000 popula-  
tion group



## SIXTH

for testing  
among all U. S.  
cities regardless  
of size



## SECOND

for testing  
among all New  
England cities  
regardless of  
population

Source: Sales Management

## THIS Is Eastern Connecticut

**\$31,736,000**

Automotive Sales

**\$18,329,000**

Gasoline Sales

This *big* auto-gas market is the Norwich Bulletin market. No other newspaper gives you *primary* coverage of Eastern Connecticut's 49,500 families—and their more than a third of a Billion Dollar income.

The Bulletin is your insurance against fringe results in this big top quality market.

## Norwich Bulletin

DAILY and SUNDAY  
NORWICH, CONN.

Week Days  
27,877\*

Sundays  
23,751\*

Represented by  
The Julius Mathews Special Agency, Inc.  
\*Average paid 12 months ending 12/31/60



## On the Lookout

... for Rhode Island sales? Woonsocket is your market — with Total Retail Sales of \$63,945,000, and an EBI per household of \$6,158.\* You'll have clear sailing here with *The Call*, the *only* buy giving 98% ABC City Zone coverage!

\*SM '60 Survey

## WOONSOCKET CALL

COVERS RHODE ISLAND'S PLUS MARKET

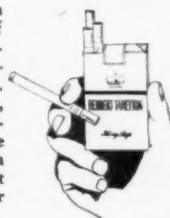
Representatives:  
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and Sinding, Inc.

Affiliated: WWON, WWON-FM



# that's Portland MAINE

Herbert Tareyton Kings are another of the long list of products to choose Portland, Maine for a test. The stable economy, year after year, continues to establish the ideal conditions which make this the market that is best for your test.



to reach the testingest market



Represented by  
The Julius Mathews Special Agency, Inc.

# New Era for Erie



For Erie, 3rd city in Pennsylvania, a new era of prosperity has arrived. ■ In heavily industrialized Erie (over 40% of non-farm employment in manufacturing) average wages for production workers are 2nd among Pennsylvania markets.

## AVERAGE WEEKLY EARNINGS MANUFACTURING PRODUCTION WORKERS (November 1960)

Pittsburgh	\$104.15
Erie	96.00
Philadelphia	94.32
State Average	87.94
A'town-Beth'm-Easton	83.08
Reading	79.39
Lancaster	79.20
York	75.84
Harrisburg	75.82
Scranton	66.73
Wilkes-Barre	62.56

Source: Pa. Bur. Emp. Security.

And, in the over-all picture, more households fall among the upper three income brackets than in any other Pennsylvania city with population over 100,000.\* ■ All of which, of course, points to high sales potential. ■ To convert this sales potential into sales volume—for your product—call on The Erie Times & News.

\*1960 Sales Management Survey of Buying Power.

When  
you  
think  
Pennsylvania  
think  
Philadelphia  
Pittsburgh  
—and  
ERIE!

**The Erie Times**  
**The Erie News**  
**The Erie Times-News**

Represented by The Katz Agency, Inc.

LOOKING FOR A NEW PLANT SITE?

Write Erie Chamber of Commerce for detailed brochure on Erie Industrial Park: 225-acre, centrally-located plot offering ideal water, rail, highway transportation; proximity to major markets; skilled labor force.

## -SM- Business Activity FORECAST

### BUSINESS ACTIVITY FORECAST

	No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) June
<b>Cities 100,000-249,999</b>				
Camden, N. J. ....	15	98.6	99.6	16.17
Elizabeth, N. J. ....	19	95.3	96.3	14.09
Passaic-Clifton, N. J. 5	94.3	95.3	17.84	
Paterson, N. J. ....	5	94.3	95.3	17.19
Trenton, N. J. ....	2	98.6	99.6	17.51
★ Albany, N. Y. ....	14	104.1	105.2	21.94
Niagara Falls, N. Y. ...	2	90.8	91.7	11.55
★ Syracuse, N. Y. ....	3	99.7	100.7	33.04
Allentown, Pa. ....	9	98.3	99.3	19.87
Erie, Pa. ....	13	93.8	94.7	16.59
Scranton, Pa. ....	0	95.7	96.7	13.80

### Cities 50,000-99,999

★ Atlantic City, N. J. ...	10	102.8	103.8	12.39
★ Binghamton, N. Y. ...	6	101.3	102.3	12.43
Rome, N. Y. ....	10	96.8	97.8	5.56
Schenectady, N. Y. ...	0	96.0	97.0	12.47
Troy, N. Y. ....	0	93.0	93.9	8.29
Utica, N. Y. ....	2	96.8	97.8	13.35
Altoona, Pa. ....	2	93.8	94.7	6.81
★ Bethlehem, Pa. ....	4	111.4	112.5	9.06
★ Chester, Pa. ....	12	101.6	102.6	8.19
Harrisburg, Pa. ....	0	96.3	97.3	16.34
★ Johnstown, Pa. ....	10	103.6	104.6	12.37
Lancaster, Pa. ....	6	92.5	93.4	9.40
★ Reading, Pa. ....	11	107.2	108.3	17.01
★ Wilkes-Barre, Pa. ...	4	102.6	103.6	10.55
York, Pa. ....	10	93.8	94.7	10.08

### Cities Under 50,000

Elmira, N. Y. ....	3	98.2	99.2	8.30
Jamestown, N. Y. ...	0	97.6	98.6	5.72
★ Poughkeepsie, N. Y. ...	24	104.4	105.5	9.38
Hazleton, Pa. ....	9	92.6	93.5	4.06
★ Norristown, Pa. ....	24	104.6	105.7	5.83
★ Oil City, Pa. ....	9	102.8	103.8	2.54
Sharon, Pa. ....	9	94.1	95.1	4.14
Williamsport, Pa. ...	0	97.8	98.8	6.97

## EAST NORTH CENTRAL

### Cities Over 500,000

★ Chicago, Ill. ....	17	103.2	104.2	517.01
Detroit, Mich. ....	18	94.2	95.2	188.12
Cincinnati, Ohio ...	5	96.1	97.1	78.92
Cleveland, Ohio ....	14	94.0	94.9	127.17
★ Milwaukee, Wis. ....	18	99.1	100.1	101.78

### Cities 250,000-499,999

★ Indianapolis, Ind. ...	8	100.1	101.1	79.58
Akron, Ohio ....	9	94.6	95.6	36.28
★ Columbus, Ohio ....	3	101.7	102.7	69.71
Dayton, Ohio ....	16	98.1	99.1	46.86
★ Toledo, Ohio ....	21	99.4	100.4	44.44

### Cities 100,000-249,999

Moline-Rock Island-				
East Moline, Ill. ...	5	97.4	98.4	13.74
Peoria, Ill. ....	2	94.3	95.3	17.50
Rockford, Ill. ....	12	95.6	96.6	19.59

### BUSINESS ACTIVITY FORECAST

	No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) June
★ Evansville, Ind. ....	6	103.4	104.4	17.93
Fort Wayne, Ind. ....	15	96.3	97.3	24.11
★ Gary, Ind. ....	23	105.9	107.0	23.23
★ Hammond-East				
Chicago, Ind. ....	15	100.1	101.1	21.26
South Bend, Ind. ....	6	95.3	96.3	17.50
★ Flint, Mich. ....	17	101.8	102.8	32.26
Grand Rapids, Mich. ...	13	97.7	98.7	30.73
★ Lansing, Mich. ....	15	99.5	100.5	22.24
Royal Oak-				
Ferndale, Mich. ...	10	93.8	94.7	17.19
Canton, Ohio ....	15	94.0	94.9	17.86
Youngstown, Ohio ...	4	93.8	94.7	25.92
Green Bay-				
Appleton-Neenah-				
Menasha, Wis. ....	0	98.3	99.3	20.13
★ Madison, Wis. ....	15	101.7	102.7	18.75

### Cities 50,000-99,999

★ Champaign-				
Urbana, Ill. ....	5	102.9	103.9	10.02
Decatur, Ill. ....	0	98.6	99.6	12.56
East St. Louis, Ill. ...	0	97.1	98.1	10.17
Springfield, Ill. ....	3	97.3	98.3	15.89
★ Muncie, Ind. ....	22	101.0	102.0	9.75
Terre Haute, Ind. ...	8	95.4	96.4	11.14
Bay City, Mich. ....	8	96.9	97.9	8.40
Jackson, Mich. ....	15	92.9	93.8	9.58

**Nothing succeeds  
like COLOR, in  
ALTOONA!**

Advertisers are finding out that it pays off at the cash register when they use COLOR in Altoona!

The Altoona Mirror's 30 years of color experience and careful craftsmanship have resulted in crisp, bright ads that produce outstanding results. Last year's record 240,000 lines of color advertising—more than many big city papers—is pretty much the proof of the pudding!

Don't forget, too, you get real saturation coverage of this growing market . . . 85% city zone coverage, and reaching 3 out of 4 Blair County homes.

# Altoona Mirror

Altoona Pennsylvania's only daily newspaper

RICHARD E. BEELER, Adv. Mgr.



# **-SM-** Business Activity FORECAST

## BUSINESS ACTIVITY FORECAST

	No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) June
Kalamazoo, Mich. --	6	95.5	96.5	15.05
★ Pontiac, Mich. -----	19	99.9	100.9	14.29
★ Saginaw, Mich. -----	17	101.2	102.2	15.97
Hamilton, Ohio -----	11	93.1	94.0	9.21
★ Lima, Ohio -----	5	100.1	101.1	9.26
★ Lorain, Ohio -----	24	103.6	104.6	8.63
★ Springfield, Ohio ---	12	99.1	100.1	10.71
Warren, Ohio -----	17	94.0	94.9	7.96
★ Beloit-Janesville, Wis. 17	103.8	104.8	9.71	
Kenosha, Wis. -----	17	95.3	96.3	8.36
★ Racine, Wis. -----	19	99.3	100.3	11.54

## Cities Under 50,000

★ Bloomington, Ill. ---	8	109.4	110.5	6.70
★ Danville, Ill. -----	4	99.1	100.1	6.93
★ Lafayette, Ind. -----	21	102.8	103.8	8.01
Battle Creek, Mich. --	0	96.2	97.2	9.39
Muskegon, Mich. ---	18	98.4	99.4	8.44
★ Port Huron, Mich. ---	10	107.7	108.8	7.22
Elyria, Ohio -----	15	93.4	94.3	5.78
Mansfield, Ohio -----	14	94.8	95.8	9.41
Middletown, Ohio --	10	92.4	93.3	6.20
Portsmouth, Ohio --	9	95.2	96.2	6.31
Steubenville, Ohio --	10	92.7	93.6	6.95

## OHIO'S NO. 1 GROWTH MARKET

# A Design For PROFIT

... The ninth largest and fastest growing market in Ohio — with 211,700 consumers ... \$432,722,000 income ... 5th highest household income of the state's twenty metro areas ... \$230,782,000 retail sales

PLUS a newspaper with a record for results. Get the facts on this metropolitan market and its No. 1 newspaper — The

## Chronicle-Telegram

"THE FAMILY NEWSPAPER"

## ELYRIA, OHIO

Circulation 25,540 ABC 3/31/60

Double the Number of City Families

Represented by  
The Julius Mathews Special Agency, Inc.

## BUSINESS ACTIVITY FORECAST

	No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) June
Zanesville, Ohio -----	7	90.7	91.6	5.63
La Crosse, Wis. -----	5	97.4	98.4	6.98
Oshkosh, Wis. -----	10	92.7	93.6	5.89
Sheboygan, Wis. -----	15	97.7	98.7	4.59
★ Superior, Wis. -----	6	108.1	109.2	3.95

## WEST NORTH CENTRAL

### Cities Over 500,000

★ St. Louis, Mo. -----	13	101.3	102.3	106.30
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### Cities 250,000-499,999

★ Minneapolis, Minn. ---	11	104.7	105.8	89.81
★ St. Paul, Minn. -----	12	100.0	101.0	46.05
★ Kansas City, Mo. -----	5	101.7	102.7	83.83
★ Omaha, Neb. -----	6	101.9	102.9	40.34

### Cities 100,000-249,999

★ Des Moines, Iowa --	2	102.6	103.6	34.09
★ Kansas City, Kan. ---	1	99.8	100.8	14.81
★ Topeka, Kan. -----	18	111.4	112.5	18.19
Wichita, Kan. -----	0	95.3	96.3	32.30
★ Duluth, Minn. -----	5	102.1	103.1	13.07
★ Lincoln, Neb. -----	13	110.7	111.8	18.91

### Cities 50,000-99,999

★ Cedar Rapids, Iowa ---	10	104.9	106.0	15.66
Davenport, Iowa -----	1	96.5	97.5	12.03
Dubuque, Iowa -----	6	98.4	99.4	6.89
★ Sioux City, Iowa -----	5	99.9	100.9	12.46
★ Waterloo, Iowa -----	2	100.8	101.8	10.88
St. Joseph, Mo. -----	1	96.4	97.4	9.69
Springfield, Mo. -----	10	96.6	97.6	13.99
Sioux Falls, S. D. ---	8	93.3	94.2	9.82

### Cities Under 50,000

★ Hutchinson, Kan. ---	7	104.7	105.8	6.37
Joplin, Mo. -----	0	96.8	97.8	6.26
★ Fargo, N. D. -----	5	100.9	101.9	8.51
Aberdeen, S. D. -----	7	96.1	97.1	4.14
★ Rapid City, S. D. ---	15	101.8	102.8	7.97

## SOUTH ATLANTIC

### Cities Over 500,000

★ Washington, D. C. ---	13	99.0	100.0	123.40
★ Atlanta, Ga. -----	23	99.9	100.9	86.61
Baltimore, Md. -----	0	96.7	97.7	116.98

### Cities 250,000-499,999

★ Miami, Fla. -----	13	99.1	100.2	67.09
Tampa, Fla. -----	10	98.1	99.1	41.86
★ Norfolk, Va. -----	10	106.4	107.5	33.99

### Cities 100,000-249,999

Jacksonville, Fla. ---	14	98.9	99.9	41.48
St. Petersburg, Fla. --	10	92.3	93.2	25.87
★ Columbus, Ga. -----	2	100.4	101.4	14.45
Savannah, Ga. -----	7	92.5	93.4	14.32
Charlotte, N. C. -----	11	96.1	97.1	29.28
Greensboro, N. C. -----	16	98.0	99.0	21.36
★ Winston-Salem, N. C. 23	100.8	101.8	17.17	
Newport News, Va. ---	9	95.9	96.9	11.79
★ Portsmouth, Va. -----	14	102.1	103.1	10.59
★ Richmond, Va. -----	14	99.0	100.0	42.25

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in fast-service  
eating places,  
twice-the-turnover  
per seat means...

**MORE Meals  
MORE Sales  
MORE Profits**

**NO MATTER WHAT YOU CALL THEM**

Coffee Shops  
Confectionery Stores  
Counter Restaurants  
Department Stores  
Diners  
Drive-Ins  
Drug Stores  
Fountain Restaurants  
Industrial Cafeterias  
Luncheonettes  
Sandwich Shops  
Variety Stores

**NO MATTER WHERE YOU FIND THEM**

Airports  
Bus Terminals  
Railroad Stations  
Main Streets  
Main Highways  
In Industry

**THEY ALL HAVE  
ONE THING IN COMMON —**

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To effectively reach this  
specialized market specify  
**FAST FOOD**  
for an advertising schedule



# FAST FOOD

magazine

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## to work in IDAHO

Why? Because Idaho's abundant recreational facilities and great outdoors provide workers with an ideal place to live and play . . . close to the job. Result; a more energetic, stable work force, minimum turnover and absenteeism. No place in Idaho is more than an hour from a trout stream. And the average worker lives less than 10 minutes from his job. Because Idaho workers spend less time getting to the job . . . they do far better *on the job*.

### IDAHO WELCOMES INDUSTRY

For complete information on what Idaho offers *YOUR* company write to the Idaho State Department of Commerce and Development, Room 612A, Capitol Building, Boise, Idaho.

### AVAILABLE ON MAY 10

### Sales Management's 1961 SURVEY OF BUYING POWER

The responsible reference for those who measure success by salespower . . . Tailor-made for those executives who insist on the first and final decisions on markets and media. \$5 Each Additional Copy

## -SM- Business Activity FORECAST

BUSINESS ACTIVITY FORECAST	No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) June
Charleston-South Charleston, W. Va.	6	94.7	95.7	16.95

### Cities 50,000-99,999

★ Wilmington, Del.	22	109.6	110.7	23.96
Fort Lauderdale, Fla.	15	92.5	93.4	21.80
Orlando, Fla.	16	93.3	94.2	23.69
Pensacola, Fla.	0	95.8	96.8	11.84
Albany, Ga.	3	98.4	99.4	6.43
Augusta, Ga.	8	94.9	95.9	12.22
Macon, Ga.	5	96.1	97.1	11.51
★ Asheville, N. C.	12	103.7	104.7	12.98
★ Durham, N. C.	3	102.1	103.1	10.83
High Point, N. C.	17	97.1	98.1	6.36
★ Raleigh, N. C.	12	109.4	110.5	15.34
★ Charleston, S. C.	22	100.1	101.1	11.18
★ Columbia, S. C.	13	103.9	104.9	16.73
Greenville, S. C.	16	96.1	97.1	12.81
★ Lynchburg, Va.	23	101.6	102.6	7.84
★ Roanoke, Va.	9	100.3	101.3	13.97
Huntington, W. Va.	9	98.3	99.3	12.72
Wheeling, W. Va.	0	93.3	94.2	8.65

### Cities Under 50,000

★ Cumberland, Md.	3	101.2	102.2	5.80
Hagerstown, Md.	0	95.9	96.9	6.01
★ Salisbury, N. C.	13	102.5	103.5	3.93
Wilmington, N. C.	6	90.3	91.2	5.82
★ Spartanburg, S. C.	20	100.4	101.4	7.87
★ Charlottesville, Va.	9/14	101.6	102.6	6.40
★ Danville, Va.	2	102.6	103.6	6.25

### EAST SOUTH CENTRAL

#### Cities Over 500,000

★ Memphis, Tenn.	13	103.7	104.7	64.85
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#### Cities 250,000-499,999

★ Birmingham, Ala.	9	100.9	101.9	49.58
Louisville, Ky.	0	97.7	98.7	50.61

#### Cities 100,000-249,999

★ Mobile, Ala.	13	100.4	101.4	23.68
★ Montgomery, Ala.	6	99.8	100.8	16.85
★ Jackson, Miss.	15	104.5	105.6	22.34
Chattanooga, Tenn.	10	94.5	95.5	22.92
★ Knoxville, Tenn.	8	102.1	103.1	22.66
★ Nashville, Tenn.	8	99.7	100.7	31.94

#### Cities 50,000-99,999

Florence-Sheffield- Tusculumbia, Ala.	6	93.4	94.3	7.43
Gadsden, Ala.	9	96.3	97.3	6.80
Lexington, Ky.	15	96.7	97.7	13.39
Meridian, Miss.	8	98.3	99.3	5.50

#### Cities Under 50,000

★ Paducah, Ky.	17	101.6	102.6	5.68
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### WEST SOUTH CENTRAL

#### Cities Over 500,000

★ New Orleans, La.	1	99.7	100.7	72.90
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### BUSINESS ACTIVITY FORECAST

	No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) June
★ Dallas, Tex.	21	103.0	104.0	114.73
Houston, Tex.	0	98.6	99.6	116.31
San Antonio, Tex.	8	97.4	98.4	57.61

### Cities 250,000-500,000

★ Oklahoma City, Okla.	5	101.3	102.3	45.71
★ Tulsa, Okla.	3	101.1	102.1	36.45
El Paso, Tex.	7	93.5	94.4	27.73
Fort Worth, Tex.	4	96.6	97.6	50.95

### Cities 100,000-249,999

Little Rock-North Little Rock, Ark.	5	98.6	99.6	23.11
Baton Rouge, La.	10	93.7	94.6	21.39
★ Shreveport-Bossier City, La.	12	99.7	100.7	24.70
Amarillo, Tex.	11	95.7	96.7	18.53
Austin, Tex.	16	97.3	98.3	19.83
Beaumont, Tex.	0	98.4	99.4	14.45
Corpus Christi, Tex.	0	98.0	99.0	10.31
Lubbock, Tex.	17	95.1	96.1	19.31
Wichita Falls, Tex.	15	94.0	94.9	11.35

### Cities 50,000-99,999

★ Fort Smith, Ark.	3	102.2	103.2	8.09
Lake Charles, La.	0	92.6	93.5	8.34
Monroe-West Monroe, La.	10	94.9	95.9	9.20
★ Abilene, Tex.	11	100.0	101.0	10.97
Galveston, Tex.	0	95.2	96.2	6.69
Laredo, Tex.	6	93.2	94.1	4.70
Port Arthur, Tex.	0	97.1	98.1	7.73
San Angelo, Tex.	0	97.0	98.0	6.63
Texarkana, Tex. & Ark.	2	95.8	96.8	7.29
Tyler, Tex.	0	97.2	98.2	7.12
Waco, Tex.	10	94.3	95.3	12.30

### Cities Under 50,000

★ Bartlesville, Okla.	13	103.8	104.8	4.08
★ Muskogee, Okla.	2	99.3	100.3	4.65

### MOUNTAIN

#### Cities 250,000-499,999

★ Phoenix, Ariz.	24	107.7	108.8	54.47
★ Denver, Colo.	17	106.8	107.9	85.15

#### Cities 100,000-249,999

Tucson, Ariz.	18	96.8	97.8	25.71
Albuquerque, N.M.	11	95.4	96.4	28.48
Salt Lake City, Utah	15	97.9	98.9	34.29

#### Cities 50,000-99,999

Colorado Springs, Colo.	7	94.7	95.7	11.47
Pueblo, Colo.	0	97.3	98.3	10.01
Billings, Mont.	3	94.5	95.5	8.98
★ Great Falls, Mont.	11	107.6	108.7	10.02
★ Las Vegas, Nev.	22	109.9	111.0	15.58
★ Reno, Nev.	24	104.7	105.8	12.48
★ Ogden, Utah	3	99.8	100.8	9.36

#### Cities Under 50,000

★ Boise, Ida.	7	101.1	102.1	9.87
★ Butte, Mont.	5	112.5	113.6	6.18

# **-SM-** Business Activity FORECAST

**BUSINESS**  
**ACTIVITY**  
**FORECAST**

	No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) June
★ Missoula, Mont. ....	17	107.8	108.9	5.54
★ Casper, Wyo. ....	2	102.9	103.9	5.86
★ Cheyenne, Wyo. ....	24	112.8	113.9	8.71

## PACIFIC

### Cities Over 500,000

★ Los Angeles, Cal. ....	10	106.8	107.9	396.75
★ San Diego, Cal. ....	22	99.9	100.9	70.39
★ San Francisco, Cal. ....	15	106.2	107.3	121.97
Seattle, Wash. ....	14	93.9	94.8	89.04

### Cities 250,000-499,999

Long Beach, Cal. ....	0	92.5	93.4	43.30
Oakland, Cal. ....	8	91.6	92.5	51.63
★ Honolulu, Hawaii ....	24	108.9	110.0	41.84
Portland, Ore. ....	19	93.5	94.4	63.80

### Cities 100,000-249,999

★ Berkeley, Cal. ....	10	103.9	104.9	14.48
★ Fresno, Cal. ....	13	99.6	100.6	31.75
Pasadena, Cal. ....	12	98.6	99.6	26.37
Sacramento, Cal. ....	20	95.9	96.9	31.38
★ San Jose, Cal. ....	24	105.7	106.8	38.38

**BUSINESS**  
**ACTIVITY**  
**FORECAST**

	No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) June
★ Santa Ana, Cal. ....	20	111.4	112.5	23.11
Spokane, Wash. ....	0	97.6	98.6	27.12
Tacoma, Wash. ....	5	94.3	95.3	21.46

### Cities 50,000-99,999

Bakersfield, Cal. ....	9	97.5	98.5	18.73
Riverside, Cal. ....	16	97.0	98.0	14.71
★ San Bernardino, Cal. ....	4	104.0	105.1	19.28
★ Santa Barbara, Cal. ....	17	105.9	107.0	12.33
★ Stockton, Cal. ....	15	104.1	105.2	19.83
Eugene, Ore. ....	17	96.7	97.7	10.21

### Cities Under 50,000

★ Modesto, Cal. ....	5/5	109.4	110.5	12.52
★ Santa Rosa, Cal. ....	16	101.3	102.3	7.97
★ Ventura, Cal. ....	24	106.8	107.9	7.47
★ Salem, Ore. ....	6	101.3	102.3	10.88
Bellingham, Wash. ....	4	96.9	97.9	5.58
Everett, Wash. ....	11	98.0	99.0	7.20
Yakima, Wash. ....	0	92.0	92.9	8.40

## CANADA

### Alberta

Calgary .....	9	90.6	94.4	20.84
Edmonton .....	9	90.8	94.6	22.89

**BUSINESS**  
**ACTIVITY**  
**FORECAST**

### British Columbia

Vancouver .....	8	92.0	95.8	51.43
Victoria .....	8	89.9	93.6	10.83

### Manitoba

★ Winnipeg .....	17	102.9	107.2	33.96
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### New Brunswick

Saint John .....	12	89.4	93.1	7.63
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### Nova Scotia

★ Halifax .....	19	100.2	104.4	13.39
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### Ontario

Hamilton .....	14	91.4	95.2	24.53
★ London .....	15	96.5	100.5	16.25
Ottawa .....	10	95.5	99.5	25.16
Toronto .....	17	94.8	98.8	138.94
Windsor .....	12	88.7	92.4	9.67

### Quebec

★ Montreal .....	17	98.4	102.5	140.68
★ Quebec .....	16	98.6	102.7	19.15

### Saskatchewan

★ Regina .....	13	98.0	102.1	13.38
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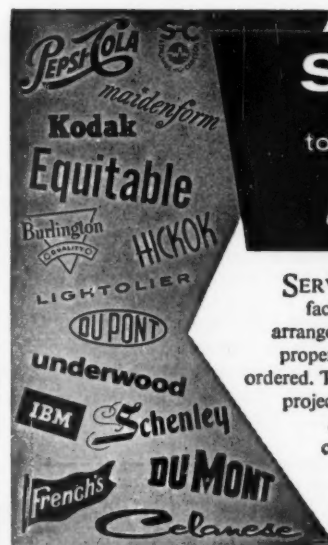
## BATON ROUGE IS LOUISIANA'S NUMBER 1 MONEY MARKET

Count circulation in terms of **spenders**. The State-Times and Morning Advocate reach 75,790 **spending** subscribers. Per household income in booming Baton Rouge is \$6,788 — well above New Orleans' \$6,027, strikingly ahead of the state figure of \$5,336.\* Baton Rouge newspaper readers **spend** more than any others in Louisiana because they **earn** more.

\*Figures from Sales Management's Survey of Buying Power



Represented by The John Budd Company



## SERVICE

is why America's  
top companies meet at  
**Manger Hotels**

**SERVICE** is what Manger sells—not just rooms and facilities! **Service**—the kind of help that has seating arrangements executed perfectly and on time. That has a proper P. A. system functioning as it should, set up as ordered. That has special tables as ordered, lighting, projection and other arrangements as requested—all **on time**, without last-minute makeshift changes and compromises. And all this goes along with some of the finest meeting-room facilities in the country. So check with Manger before your next meeting —see the difference real **SERVICE** makes!

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DEWITT CLINTON  
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**CLEVELAND, OHIO**  
THE MANGER  
**GRAND RAPIDS, MICH.**  
THE MANGER  
**NEW YORK CITY**  
THE MANGER VANDERBILT  
THE MANGER WINDSOR  
**PHOENIX, ARIZ.**  
THE MANGER  
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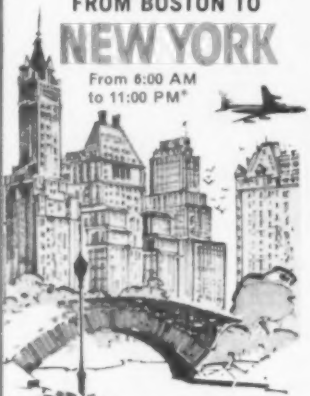
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THE MANGER  
**SAVANNAH, GA.**  
THE MANGER  
THE MANGER TOWNE &  
COUNTRY MOTOR LODGE  
**TUCSON, ARIZ.**  
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TUCSON INN  
**WASHINGTON, D.C.**  
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Hotels meeting and convention facilities.  
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**EVERY HOUR  
ON THE HOUR**

**FROM BOSTON TO  
NEW YORK**

From 6:00 AM  
to 11:00 PM\*



**NORTHEAST  
AIRLINES**

\*except 9:00 PM

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CAREY**

Carey can solve it—speedily, colorfully and economically. Our rotary printing, unique binding and paper facilities, plus round-the-clock operation, easily meet your deadline and budget requirements. Call Arthur Friedman, Sales Manager,

CHickering 4-1090

**CAREY PRESS  
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Our 67th Year  
406 W. 31 St., N. Y. 1



**NEW FINEST DECALS EVER MADE**  
SUBBERCAL® (plastic decal) is permanent, waterproof, tough, fastest applied—without water in any weather. Best indoor, outdoor emblem. More economical. Write for samples. Made only by  
MULTI-COLOR PROCESS CO., Box 1033, Tulsa, Okla.

**it's HOT!**

THE YEAR-ROUND MAILING PIECE THAT NEVER FAILS!!! ANNOUNCE NEW PRODUCTS, STORE OPENINGS, SPECIAL EVENTS, PRIZES, INVITATIONS...ANYTIME YOU WANT RESULTS. **FREE SAMPLE!**

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961-ML MANHATTAN AVE., BROOKLYN 22, N.Y.



Manufacturers representatives with showroom and warehouse selling machinery to industrial accounts in metropolitan New York seek additional lines preferably with repeat potential. Write: Box 500, Sales Management.

**EXECUTIVE SHIFTS  
IN THE SALES WORLD**

**Allegheny Ludlum Steel Corp.**, Pittsburgh—Ralph L. Harding, Jr., appointed to the newly created position of director of marketing.

**American Radiator & Standard Sanitary Corp.**, American Standard Div., New York—R. David Kishbauch named sales manager, Air Conditioning Division.

**American-Saint Gobain Corp.**, Kingsport, Tenn.—E. Rupert Easterling, Sr., appointed national field sales manager.

**AviSun Corp.**, Philadelphia—Henry E. Wessel advanced to director of marketing. AviSun is an equally owned subsidiary of American Viscose Corp. and Sun Oil Co.

**Baumritter Corp.**, New York—Robert L. Ficks, Jr., made vice president in charge of sales.

**Bell Intercontinental Corp.**, New York—Robert D. Howse elected vice president marketing.

**Borg-Warner Service Parts Co.**, Chicago—C. Gregg Geiger appointed sales manager. Borg-Warner Service Parts Co. is a subsidiary of Borg-Warner Corp.

**General Dynamics, Stromberg-Carlson Div.**, Rochester, N. Y.—Roy Raymond promoted to national sales manager for stereo high-fidelity components and systems.

**Hamilton Cosco, Inc.**, Columbus, Ind.—Two new officers named: James N. Rhoades becomes vice president marketing, Household Division; Arthur F. Kimberly becomes vice president marketing, Office Furniture and Upholstered Furniture Division.

**Heublein, Inc.**, Hartford, Conn.—William A. Kilby named director of imports, in which position he will be responsible for import sales.

**Pan American World Airways**, New York—George Moore to head the new world-wide marketing service.

**H. K. Porter Co.**, Leschen Wire Rope Div., St. Louis—William D. Messner appointed general sales manager.

**Ritter Co. Inc.**, Rochester, N. Y.—William D. McGrath appointed director of sales—Dental Division.

**Schenley Industries, Inc.**, Schenley Import Co., New York—Bernard Goldberg elected executive vice president and director of marketing.

**Sperry Rand Corp.**, Remington Rand Systems Div., New York—Joseph J. Ingraham named general sales manager.

**Standard Brands, Planters Peanuts Div.**, New York—Don P. Gundry appointed vice president and general sales manager.

**Texaco Inc.**, New York—Henry M. Hanbury assumes position of general sales manager of the foreign operations department.

**Toledo Scale Corp.**, Toledo—Frank Instone chosen vice president—sales for the Toledo Scale Division.

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Advertising Products Co. ....	94
Agency: Buntin & Associates, Inc.	
Allied Van Lines, Inc. ....	70, 71
Agency: Campbell-Mithun	
Altoona Mirror ....	100
American Airlines, Inc. ....	72
Agency: Young & Rubicam, Inc.	
American Credit Indemnity Company ...	57
Agency: VanSant Dugdale & Co., Inc.	
American School Board Journal ....	30
Agency: Bernard J. Hahn & Associates	
American Telephone & Telegraph Co.	
Business Equipment Sales ....	1
Agency: N. W. Ayer & Son, Inc.	
American Warehousemen's Association ..	94
Agency: Bozell & Jacobs, Inc.	
Arlington Aluminum Company ....	62
Agency: D. W. Brewer Associates, Inc.	
Associated Business Publications ....	2, 3
Agency: Van Brunt & Company	
Bangor Daily News ....	98
Baton Rouge State Times ....	103
Agency: Herbert S. Benjamin & Associates, Inc.	
Boca Raton Hotel & Club ....	80
Agency: Fletcher Richards, Calkins & Holden, Inc.	
Booth Newspapers ....	84
Agency: The Fred M. Randall Co.	
Carey Press Corp. ....	104
Agency: Jack Posner Adv.	
Catholic Digest Magazine ....	92
Agency: Roberts & Reimers Inc.	
Cellulastics, Inc. ....	75
Agency: Heffernan & McMahon Inc.	
Chicago Tribune ....	4th Cover
Agency: Foote, Cone & Belding	
Chilton Company ....	33
Agency: Gray & Rogers Advertising	
CBS-Radio ....	58, 59
Agency: Sudler & Hennessey, Inc.	
Commercial Car Journal ....	51, 52
Agency: Howard A. Harkavy, Inc.	
Corinthian Broadcasting Corp. ....	6, 7
Agency: Henry J. Kaufman & Associates	
Dartnell Corporation ....	92
Agency: Torkel Gundel & Associates	
Dartnell Institute ....	48
Agency: Torkel Gundel & Associates	
Dennison Mfg. Co. ....	87
Agency: Grant Advertising, Inc.	
Dobeckmun Mfg. Co. ....	3rd Cover
Agency: Chirurg & Cairns, Inc.	
Eastman Kodak Company (Audio-Visual) ..	16
Agency: The Rumrill Company	
Elyria Chronicle-Telegram ....	101
Erie Times-News ....	100
Agency: Peter Zanphir/Advertising	
Fairchild Camera ....	50
Agency: Marsteller, Rickard, Gebhardt & Reed, Inc.	
Fast Food ....	101
Field Enterprises	
(Chicago Sun Times/Daily News) ...	82, 83
Agency: Earle Ludgin & Company	
Good Housekeeping ....	26, 27
Agency: Ellington & Company, Inc.	
Greensboro News-Record ....	67
Agency: Henry J. Kaufman & Associates	
Gulf Publishing Company ....	88
Agency: Robinson, Gerrard, McGary, Inc.	
Jam Handy Organization ....	2nd Cover
Agency: Campbell-Ewald Company	

## ADVERTISERS' INDEX

This index is provided as an additional service. The publisher does not assume any liability for errors or omissions.



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Chicago—C. E. Lovejoy, Jr., Associate Publisher and Western General Manager; W. J. Carmichael, Western Advertising Director; Thomas S. Turner, Western Sales Manager; Robert T. Coughlin, 333 N. Michigan Ave., Chicago 1, Ill., State 2-1266; Office Mgr., Margaret Schulte.

Pacific Coast—John W. Pearce, Pacific Coast Manager, 3055 Wilshire Blvd., Suite 204, Los Angeles 5, Calif., DUNKIRK 5-0235; Warwick S. Carpenter, Director of Marketing, Western Area, 731 E. Figueroa St., Santa Barbara, Calif., WOODLAND 2-3612.

Washington, D. C.—Ormond O. Black, Southern Manager, Mezzanine, The Willard Hotel, 14th St. & Pennsylvania Ave., N.W., Washington 4, D. C., District 7-6010.

Hanover Neon Electric Corp. ....	31
Agency: The Warner P. Simpson Co.	
Hertz System, Inc. ....	29
Agency: Needham, Louis & Brorby, Inc.	
Hospitals, Journal of American Hospital Association ....	9
Agency: Bernard J. Hahn & Associates	
Idaho State Dept. of Commerce ....	102
Agency: Givens-Davies Adv. Agency	
International Paper Co. ....	89
Agency: Ogilvy, Benson & Mather, Inc.	
Kling Photo Corp. ....	74
Agency: Herbert Baker Adv., Inc.	
Manger Hotel Chain ....	103
Agency: Ellington & Company	

Market Statistics ....	96
Marsteller, Rickard, Gebhardt & Reed, Inc. 23	
Marvic Company ....	104
McGraw-Hill Publishing Company ....	28
Agency: Fuller & Smith & Ross Inc.	
Joshua Meier & Company ....	21
Agency: Preiss & Brown, Inc.	
Minneapolis Star & Tribune ....	8
Agency: Batten, Barton, Durstine & Osborn, Inc.	
Minolta Cameras ....	44
Agency: E. T. Howard Co.	
Multi-Color Process Co. ....	104
Agency: Louis A. Brandenburg Adv.	
NEC-TV ....	10, 11
Agency: McCann-Erickson Inc.	
Nation's Business ....	22
National Petroleum News ....	64, 65
Agency: Van Brunt & Company	
National Register Publishing Co. Inc. ....	86
Agency: Fred Gardner Co., Inc.	
New Haven Railroad ....	14, 15
Agency: Cayton, Inc. Adv.	
New London Day ....	98
Agency: Gordon Schonfarber & Associates, Inc.	
New York Times ....	69
Agency: Altman Stoller Advertising	
Newsweek ....	19
Agency: Fletcher Richards, Calkins & Holden, Inc.	
Northeast Airlines, Inc. ....	104
Agency: J. Walter Thompson Company	
Norwich Bulletin ....	99
Olin Mathieson Chemical Corp. ....	47
Agency: Doyle, Dane, Bernbach, Inc.	
Orchids of Hawaii ....	92
Agency: Kenneth A. Glaser, Inc.	
Organization Services ....	104
Agency: Stone & Simons Adv., Inc.	
Owens-Illinois Glass Company ....	24, 25
Agency: J. Walter Thompson Company	
Perrygraf Corp. ....	20
Agency: Richard N. Meltzer Adv.	
Philadelphia Inquirer ....	81
Agency: Al Paul Leffon Co.	
Portland Press-Herald Express ....	99
Agency: J. M. Bochner Adv.	
Rubber World ....	63
St. Paul Dispatch Pioneer Press ....	4
Agency: E. T. Holmgren Inc.	
Sales Management ....	78
Sanborn Map Co. ....	93
Society of Plastics Industry ....	66
Agency: G. M. Basford Co.	
Sports Afield ....	43
Agency: J. M. Hickerson Inc.	
Tacoma News-Tribune ....	34
Agency: The Condon Company	
Thomas Register ....	5
Agency: T. N. Palmer Company	
Time, Inc. ....	49
Agency: Young & Rubicam, Inc.	
Together Magazine ....	68
Agency: Harry Sturges & Associates	
United Air Lines ....	13
Agency: N. W. Ayer & Son, Inc.	
U. S. News & World Report ....	76, 77
Agency: MacManus, John & Adams, Inc.	
WBTW (Florence, S. C.) ....	54
Agency: Henry J. Kaufman & Associates	
Wall St. Journal ....	90
Agency: Martin K. Speckter & Associates	
Western Architect & Engineer ....	94
Agency: Norton M. Jacobs Adv. Agency	
Willard Hotel ....	98
Woonsocket Call ....	99
Agency: Gordon Schonfarber & Associates	

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If some of the following sounds like a travelog, indulge a fellow who can't forget that he was once a hick-town reporter.

I find it refreshing to travel through Virginia where there is no state tax on food eaten in restaurants.

Sign on drive-in in Exmore, Va., a while back: "Had to Close Before You Froze."

Last copy of The Miami Herald I saw had a corner headed: "Noticias del dia en Español"—a thoughtful service for Cuban exiles, obviously.

After the Paris flopperoo, how can we talk about a Summit Meeting? Khrushchev is playing for keeps, with loaded dice, and on the basis of trouble or nothing!

Nit: "What do the spectators at a tennis match enjoy?"  
Wit: "Swivel rights."

The Mrs. hears them talking about Dristan on television, but where's Isolde, she wants to know.

A copyreader on The Philadelphia Inquirer was having fun. Witness: "Meg Hires New Man; He's No Scuttlebutler."

Incidentally, those headline writers could have even more fun with quickies like "Chaos in Laos."

I'm stuck with a parody that wasn't going anywhere: "The White House that Jack Rebuilt."

Found this printed slip under my windshield wiper in Savannah: "Good morning! Your windshield has been cleaned with the compliments of Daniels Texaco Station, across the highway from Howard Johnson's motor court. If your windshield or your automobile needs further attention, please drop by to see us." It worked for me. I let them give me a chassis lubrication and an oil change.

Outdoor posters announcing Georgia's Jekyll Island just ahead started me thinking of it as a Hyde-out, but

that was reaching for it and the hell with it.

A Stuckey's juice-joint in Fern Park, Fla., had four mynas in cages near the entrance. I stopped to admire these silky black birds and the oldest of the group gave the Mrs. a shrill wolf-whistle and said to me: "Hello. What's YOUR name?" After a pause, he asked: "Are you a good boy?" and then laughed lustily before I could lie out of that one. It sounded like a recording of human voices.

After a few gallons of cold orange juice and some sandwiches, I went back to the birds. Slowly, I coached one: "That S.O.B., So-and-so. . . . That S.O.B., So-and-so." Then I

feared I might tangle with the law by contributing to the delinquency of a myna! I cut out and the birds said: "Bye-bye!"

For me, the tastiest of las frutas Florida is the tangelo, a cross-blend of tangerine and grapefruit, with pulp so tender it is almost affectionate.

Twist for a Florida town: "See Naples and live!"

It gave me an odd feeling to see "Yankee, Go Home" penciled on a washroom wall in Georgia. Go home? Why, I had practically just arrived! And besides, didn't my mother's people come from Virginia away back there?

To finish with the Deep South for this year, I offer a couple of headline possibilities to reader Jack Bryan of Sun-sational St. Petersburg's Chamber of Commerce: "Yours for the basking" and "Come bake the northern winter out of your aching back." For next year, maybe.

### Ad-Lib Becomes Slogan

One night last fall we were watching "To Tell the Truth" when our door chimes bonged. It was a neighbor, an 80-year-old widow, calling for our annual check for the United Fund.

We visited awhile and the talk got around to slogans. She said her brother, with the unusual name of "Needles," had been a shirt manufacturer. In the club car one day, both these points came out and a new acquaintance spouted: "It takes Needles to make shirts."

"Say," said our collector's brother, "may I use that for a slogan?" "Sure," the man said, "if you think it's any good." And thus a slogan was born through an off-the-cuff remark. I had to think what a team the late Ezio Pinza and the shirt man would have made: Pinza-Needles.

I also thought of a legend we had at N. W. Ayer, the grand old agency. Before my time, some thrall who had been burning the midnight oil, scrawled on a scratch-pad: "Everlastingly at it." Finding it on the guy's desk the next morning, Mr. Ayer prefixed: "Keeping," and suffixed: "brings success." It was our slogan for years: "Keeping everlastingly at it brings success."

The moral of this little tale is that, if we keep our eyes and ears open, a ready-made slogan may be waiting like a waif for adoption.

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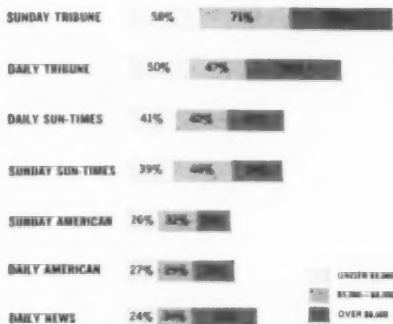
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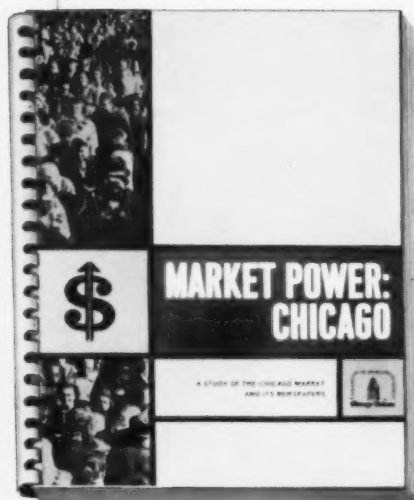
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